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TAX POLICY AND ADMINISTRATION TOPICAL TRUST FUND

ANNUAL STEERING COMMITTEE

THIRD ANNUAL REPORT

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ACRONYMS

AFR	African Department
APD	Asia and Pacific Department
CIAT	Inter-American Center of Tax Administrations
CIT	Corporate Income Tax
ETRs	Electronic Tax Registers
FAD	Fiscal Affairs Department (IMF)
FY	Fiscal Year
GDP	Gross Domestic Product
HQ	Headquarters (IMF)
IDB	Inter American Development Bank
ICD	Institute for Capacity Development (IMF)
LICs	Low Income Countries
LMICs	Lower Middle Income Countries
LOT	Lapse of Time
LTO	Large Taxpayer Office
LTX	Long Term Expert
MCD	Middle East and Central Asia Department
MNRW	Managing Natural Resource Wealth
MTOs	Medium Taxpayer Offices
PIT	Personal Income Tax
RA	Revenue Authorities
RA-FIT	Revenue Administration Fiscal Information Tool
RTACs	Regional Technical Assistance Centers
RBM	Results Based Management
SC	Steering Committee
SLF	Strategic log frame
STX	Short-Term Expert
TA	Technical Assistance
TADAT	Tax Administration Diagnostic Assessment Tool
TPA	Tax Policy and Administration
TTF	Topical Trust Fund
VAT	Value Added Tax
WAEMU	West African Economic and Monetary Union
WHD	Western Hemisphere Department
WCO	World Customs Organization

Executive Summary

The Tax Policy and Administration Topical Trust Fund (TPA TTF) further scaled up activities in its third year of operations (FY14). Expenditure increased by 30 percent, bringing the total implementation to US\$9.2 million or 33.6 percent of the endorsed multi-year budget. This increase reflects: three new projects that started in FY14 (Burundi, Côte d’Ivoire, and Paraguay); the addition of new modules to five existing projects; and the stronger demand for technical assistance as engagement with the TPA TTF deepened. At the end of FY14, the TPA TTF encompassed 17 country projects, 2 cross-country/regional projects, and 4 research projects.

Several TPA TTF projects and modules were successfully concluded in FY14, in line with plans. In particular, the three-year Senegal project was concluded with a strong track record in terms of reform implementation, and the cross-country project on Revenue Authorities (RA) was concluded with highly positive feedback from participating countries. Also, many modules of the projects in Ethiopia, Swaziland, and Mauritania were concluded, having fully achieved their objectives. Finally, two research projects—Revenue Administration-Fiscal Information Tool (RA-FIT) and Electronic Tax Registers (ETRs)—are on track to be finalized by mid-2014.

Overall, there has been steady progress toward attaining intended outcomes, but with significant differences across countries. Average outcome scores (that reflect attainment of results against targets) have improved steadily over time, reflecting good progress for most projects. In 5 of the 17 country projects—Burundi, Cape Verde, Côte d’Ivoire, Mauritania, and Senegal—progress has been rapid, helped by strong political and management commitment. Yet, the pace of implementation and attainment of results have been uneven across projects, with slower progress than originally envisaged in six projects (Bangladesh, Guinea-Bissau, Haiti, Kyrgyz Republic, Nepal, and West Bank and Gaza). Underperformance has commonly reflected political instability or weak management commitment.

For FY15, two new projects are to get underway and a new research stream is proposed for consideration. The new projects—Mali and the East African Community—that were endorsed by the Steering Committee (SC) on a lapse-of-time basis in May 2014 will keep the volume of TPA TTF activities stable in FY15–16. As suggested by the June 2013 (SC) meeting (paragraphs 19–20 of the minutes), and with ongoing research projects about to be completed, the preparation of short technical notes is being proposed for FY15–16 as a way to share experiences and good practices from TPA TTF projects, and support the design and implementation of technical assistance.

A stronger orientation toward results-based management (RBM) of TA is being implemented. During FY14, a collaborative effort between IMF staff and TPA TTF donors has helped to strengthen the RBM framework. This annual report starts a transition towards a stronger “RBM focus” on project outcomes. Accordingly, key changes in this reporting cycle

are: (1) an enhanced narrative of progress achieved, including a new description of main risk categories (political support, management commitment, capacity, timeliness, and sustainability); (2) a more structured presentation of quantitative achievement scores, including charts depicting performance over time for each project; and (3) a slight revision of the strategic log frame to clarify key concepts. Overall, these changes support an improved analytical assessment. Yet, the development and implementation of a robust RBM framework is a gradual process that will require time to complete, also given a parallel IMF-wide initiative to enhance RBM for TA.

The TPA TTF will embark on the mid-term evaluation and outreach activities during year four of operations. These two activities will increase the endorsed budget by US\$0.3 million in FY15. While the budget for the external mid-term evaluation was endorsed in the program document, an additional sum is being proposed for outreach activities. The evaluation will focus primarily on the effectiveness and continued relevance of the TPA TTF, with the aim of improving operations through the end of the current cycle. In addition, it will identify lessons learned that are relevant to a future cycle of the trust fund or to other TA focused on building capacity in revenue administration.

Endorsement table

No.	IMF Proposal	Reference	SC Reaction
1.	Extension of the Bangladesh project	¶40	
2.	Extension of the Kyrgyz Republic project	¶40	
3.	Endorsement of a new research stream for years 4 and 5 of Phase I of the TPA TTF (preparation of technical notes)	¶ 32, 36, 40	
4.	Outreach for years 4 and 5 of Phase I of the TPA TTF	¶40, Appendix 8	

I. INTRODUCTION

1. **This third annual report covers TPA TTF activities over the course of fiscal year (FY) 2014 (May 2013–April 2014), with emphasis on developments since November 2013.**¹

The report is structured as follows:

- fundraising, budget execution, and financial status as of end-April 2014 (Chapter II);
- overall TPA TTF performance, including achievements against its strategic log frame (Chapter III);
- key project developments, including progress in country projects, cross-country projects and research projects (Chapter IV);
- issues relating to new activities for FY15, outreach, and the external mid-term evaluation (Chapter V); and
- SC endorsement required (Chapter VI).

2. **A new feature of this report is its greater focus on RBM issues.** The December 2013 SC meeting agreed to adopt a stronger RBM framework for the TPA TTF with strengthened procedures for measuring and reporting project performance. Accordingly, this report includes: (1) a revised strategic log frame; (2) a stronger focus on project results; and (3) a clearer assessment of key project risks.²

II. FUNDRAISING AND FINANCIAL STATEMENT

A. Donor Contributions

3. **At the end of the third year of operations, agreements signed totaled US\$27.1 million.** Agreements were signed during the year with the European Union for EUR 5 million (US\$6.8 million) and with Norway for NOK6 million (US\$1 million) (Table 1). With the signature of these two agreements, all pledges to the TPA TTF have been realized. Despite these new agreements, the TPA TTF continues to have a financing gap of US\$3.1 million at end-April 2014.

¹ A mid-year review, *Tax Policy and Administration Topical Trust Fund FY14 Mid-Year Report*, covering the period May 2013 to October 2013 was delivered to the SC in connection with the December 2013 meeting.

² These changes were discussed in a workshop held in Brussels on March 21, 2014, and have benefitted from feedback and guidance from TPA TTF donors. Appendix 4 summarizes the status of the RBM work and the methodology used in this report. Appendix 5 consolidates information about each project under the new methodology.

Table 1. Status of Donor Contributions to TPA TTF

Donor	Pledges		Dates legal agreements signed
	Currency ¹	Amount (in US dollars)	
Total Confirmed		27,105,604	
Agreements signed		27,105,604	
Belgium	Euro	3,000,000	4,120,900
European Union	Euro	5,000,000	6,806,693
Germany	Euro	4,000,000	5,636,870
Kuwait	USD	250,000	250,000
Luxembourg	Euro	1,250,000	1,641,578
The Netherlands	USD	2,205,863	2,205,863
Norway	USD	427,953	427,956
Norway	NOK	6,000,000	1,015,744
Switzerland	USD	5,000,000	5,000,000
Interest Earned			16,462
Program Document Budget			30,259,697
Surplus/ (Deficit)			(3,137,631)

¹Contributions in euro are recorded at the exchange rate of the Bank for International Settlements.

**Table 2. TPA TTF Cash Flow
As of April 30, 2014
(In thousands of U.S. dollars)**

	FY 2012 Year 1	FY 2013 Year 2	FY 2014 Year 3	FY 2015 Year 4	FY 2016 Year 5	Total Pledges
Inflows:	13,110	3,540	6,063	4,069	339	27,106
Belgium ¹	4,121	-	-	-	-	4,121
European Commission ¹	-	-	4,720	2,087	-	6,807
Germany ¹	5,637	-	-	-	-	5,637
Kuwait	250	-	-	-	-	250
Luxembourg ¹	670	326	340	305	-	1,641
Netherlands	-	2,206	-	-	-	2,206
Norway ²	428	-	-	677	339	1,444
Switzerland	2,000	1,000	1,000	1,000	-	5,000
Interest Earned ³	5	8	3	-	-	16
Outflows:	2,068	3,228	3,903	4,825	4,962	18,986
TTF Activities ⁴	2,068	3,228	3,903	4,825	4,962	18,986
of which TTF Fee	145	226	273	338	347	1,329
TTF Cash Balance⁵	11,042	11,355	13,515	12,759	8,136	

The accompanying notes form part of the statement:

¹Original Donor Contribution in Euros. Outer years are estimates based on pledged amounts.

²Norway's contribution of US\$0.34 million was received on May 6.

³Actual interest earned through April 30, 2014. No projections for interest were made for FY15-FY16.

⁴FY14 is based on actual expenses through April 30, 2014. FY15-FY16 figures are projections based on TA delivery plans and capacity.

⁵Cash balance is calculated by subtracting total cash outflows from total cash inflows.

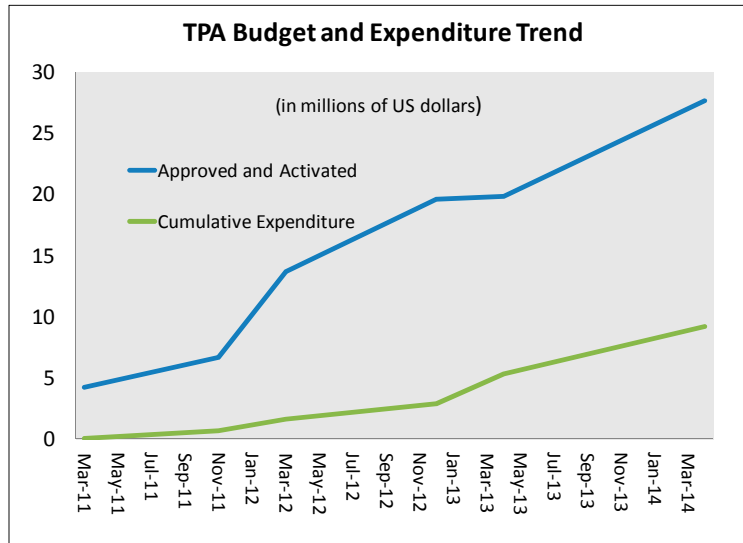
B. Cash Flow

4. **The TPA TTF received cash contributions totaling US\$6.4 million and earned interest of US\$3,000 during the third year of operations** (Table 2). Contributions were received from the European Union (US\$4.7 million), Switzerland (US\$1 million), Luxembourg (US\$0.3 million), and Norway (US\$0.3 million). During the final two years of this phase, the TPA TTF will receive US\$4.4 million in cash contributions from agreements that have already been signed.

C. Implementation of the Budget

5. **The SC endorsed a multi-year budget of US\$27.4 million as of May 2014, and a number of changes were endorsed by the SC since the December 2013 meeting.** While the endorsed budget is US\$0.3 million above total confirmed pledges, some ongoing projects are expected to generate savings to cover the gap. Two new projects were endorsed on a lapse of time basis – East African Community (US\$0.6 million) and Mali (US\$1.2 million). For the Bolivia project, strategic changes—closure of module 4 and activation of module 6—were also endorsed on a lapse of time basis, without changing the overall budget of the project. In addition, the budget for the Guinea-Bissau project decreased by 56.3 percent to US\$0.5 million due to significant delays in TA implementation for reasons outside IMF control.

6. **Scaling-up in FY14 was helped by endorsements made by the June 2013 SC meeting.** This included three new projects that were started (Burundi, Côte d'Ivoire, and Paraguay) and new modules added to existing projects to deepen engagement. The latter included new modules in Bolivia (3, 6), Mauritania (6), Myanmar (2, 3, 4, 5), Ethiopia (5), and the Kyrgyz Republic (3, 4). Some of these were added in response to weaknesses identified in the context of TA that was delivered under existing TPA TTF modules.

Figure 1

7. **As shown in Figure 1, there has been a steady increase in expenditure over the life of the TPA TTF.** Expenditure from April 2011 to end-April 2014 amounted to US\$9.2 million or 33.6 percent of the endorsed multi-year budget as of May 2014 (see Table 3 and Appendix 1). The research projects have a high implementation rate, with 71.7 percent average expenditure on the five research projects. Country projects on average have implemented 32.5 percent of the project budget. Guinea-Bissau, Liberia, Mauritania, Senegal, and Swaziland have over 50 percent implementation.

Table 3. TPA TTF Project Status
As of April 30, 2014
(In thousands of U.S. dollars)

Description (Module)	Approved Budget as of		Actual Expenses to Date	
	Dec 2013	Apr 2014	Amount	% of Approved Budget
Direct TA (A)	25,223	26,588	8,515	32.0
Bangladesh (3, 6)	633	633	229	36.1
Bolivia (4, 6)	759	759	347	45.8
Burundi (3,4,5,6)	1,107	1,107	282	25.5
Cape Verde (3,4,5,6,8)	1,377	1,377	348	25.3
Cote d'Ivoire (4, 6)	720	720	146	20.2
East African Community ²	-	670	-	-
Ethiopia (6, 9)	1,925	1,925	443	23.0
Guinea Bissau ³ (1, 4, 5)	1,042	456	279	61.3
Haiti (3, 4)	2,156	2,156	649	30.1
Kyrgyz Republic (6, 7)	1,428	1,428	411	28.8
Liberia (3, 4, 5, 6, 7)	2,455	2,455	1278	52.1
Mauritania (4, 5, 8)	979	979	586	59.8
Mali ²	-	1,281	-	-
Myanmar (1)	3,062	3,062	744	24.3
Nepal (3, 5, 6)	976	976	353	36.2
Paraguay (5, 6)	1,040	1,040	141	13.6
Senegal (3, 4, 5, 6)	1,546	1,546	890	57.6
Swaziland (4, 5)	820	820	450	54.8
West Bank and Gaza (3, 5)	1,675	1,675	293	17.5
WAEMU (1, 3)	782	782	321	41.0
General Project Management ¹	491	491	326	66.4
Evaluation	250	250	-	-
Research Projects (B)	434	434	328	75.6
1. RA-FIT	214	214	174	81.3
2. Electronic Tax Register	107	107	98	91.1
3. TPA Program Outcomes	63	63	57	90.0
4. RA Developments and Trends	50	50	-	-
Workshops (C)	466	466	314	67.3
1. Revenue Administration Reform and Technical Assistance	6	6	1	14.9
2. Multi-country workshops (9)	460	460	313	68.0
Steering Committee Meetings	296	296	42	14.2
Total (A)+(B)+(C)	26,419	27,784	9,199	33.1
of which Trust Fund Management Fee		1,945	644	

¹General project management expenses, excluding project management under each country module.

²East African Community and Mali were endorsed by the Steering Committee in May 2014

³The original approved budget for Guinea Bissau was reduced by 56.3% in May 2014 following endorsement from the Steering Committee

8. **Total TPA TTF activities continued to scale up in FY14. While the TPA TTF had a slow start** due to the inevitable time it takes for new TA programs to take hold in low-capacity environments, activities have picked up and are now being implemented at a sustained pace. While the number of missions remained broadly stable in FY14, there has been a particularly marked increase in the number of short-term expert (STX) visits to complement missions from headquarters (Table 4, Appendix 2, Appendix 3).

Table 4. Actual Delivery of TPA TTF TA (in number of activities)

Type of Activity	FY12	FY13	FY14	FY15 (planned)
HQ Missions	13	36	38	39
Training	-	1	3	-
STX Visits	22	47	65	77
LT Expert	-	-	-	1

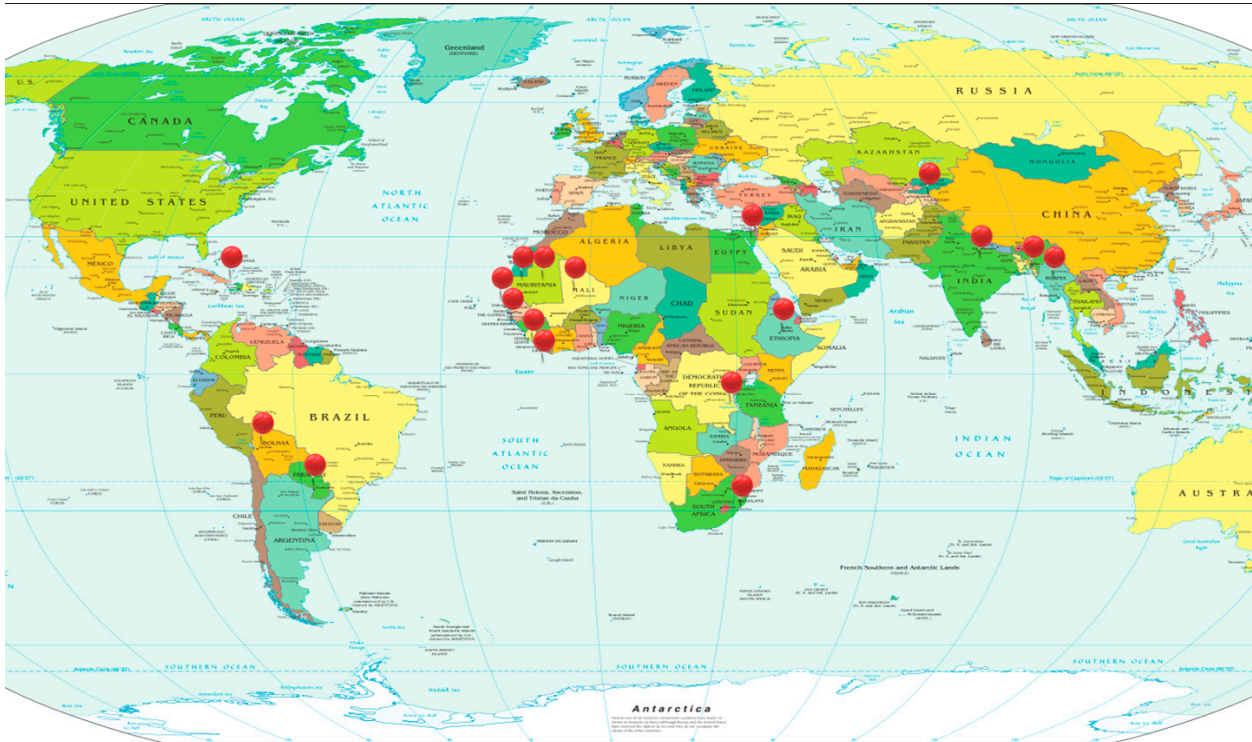
III. OVERALL TPA TTF PERFORMANCE

A. Overview of Achievements and Status of Implementation

9. **The TPA TTF has achieved broad geographical coverage and exposure.** In FY14, there were 19 active projects (including two cross-country projects), distributed throughout four regions: Africa (10)³, Asia Pacific (3), Middle East and Central Asia (3), and Western Hemisphere (3). There were also four research projects. This geographical coverage has given the TPA TTF global visibility and the potential to share cross-country and cross-regional experiences. As projects reach their mature phase, and with the adoption of a more robust RBM methodology, there is an opportunity to build and learn from comparative analysis.

³ No TA was delivered to Guinea-Bissau in FY14.

Figure 2. TPA TTF- Geographical Coverage



Map source: CIA Factbook

TPA Active Country Project

10. **Overwhelmingly, active TPA TTF projects have a strong implementation track record, as reflected in steadily increasing achievement scores.⁴** The new RBM methodology that is being piloted (Appendix 4) allows for aggregating scores at module and/or project levels.⁵ The key metric for assessing progress in implementation over time is the change in achievement scores. Table 5 shows that the change is positive overall, reflecting progress in implementation and the maturation of TA programs.

⁴ The results are measured through a numerical score system of 0 (not started), 1 (not achieved), 2 (partially achieved), 3 (largely achieved), and 4 (fully achieved) to evaluate outcomes. See Appendix 4 for more details.

⁵ While the aggregation offers an easy way to measure overall results, over-reliance on quantitative achievement scores is not advisable. Hence, caution should be exercised in interpreting the results.

Table 5. TPA TTF Aggregated Scores

TPA TTF	Progress in Performance						Change in Performance
	2012 M	2012 E	2013 M	2013 E	2014 M	2014 E	FY14/FY13
Bangladesh							-0.1
Modules 3, 6			1.4	2.0	2.0	1.9	-0.1
Bolivia							1.4
Modules 3,6						2.3	2.3
Module 4				1.0	1.0	1.6	0.6
Burundi							2.4
Modules 3, 4, 5, 6					1.0	2.4	2.4
Cape Verde							1.0
Modules 3, 4, 8				1.9	2.5	3.0	1.0
Cross-Africa							1.0
Module 9			1.0	3.0	3.0	4.0	1.0
Ethiopia							1.0
Modules 6, 9			1.5	1.8	1.8	2.8	1.0
Guinea Bissau							-0.1
Modules 1, 4, 5	1.0	2.1	1.5	1.5	1.5	1.4	-0.1
Haiti							-0.2
Module 3			1.6	2.0	2.0	2.0	0.0
Module 4		1.0	1.7	3.0	3.0	2.7	-0.3
Ivory Coast							2.0
Module 4					1.0	2.0	2.0
Kyrgyz							0.6
Modules 3,4					1.0	1.1	1.1
Module 6	1.0	1.0	2.0	3.0	3.0	3.0	0.0
Liberia							0.8
Modules 3, 4, 5, 6, 7	1.0	1.9	2.2	2.5	2.6	3.3	0.8
Mauritania							1.8
Module 4,5		1.2	1.2	2.5	3.0	4.0	1.5
Module 6					1.0	2.0	2.0
Module 8			1.0	2.0	4.0	4.0	2.0
Myanmar							1.9
Module 1				1.0	2.0	3.0	2.0
Module 2,3,4,5					1.0	1.7	1.7
Nepal							-0.5
Modules 3, 5,6			1.0	2.0	2.0	1.5	-0.5
Paraguay							1.7
Modules 5, 6					1.0	1.7	1.7
Senegal							0.3
Modules 3, 4, 5, 6	1.0	1.8	2.6	3.0	3.2	3.3	0.3
Swaziland							2.3
Module 4	1.0	1.0	3.0	4.0	4.0	A*	A*
Module 5						2.3	2.3
WAEMU							0.6
Module 1, 3				1.0	1.6	1.6	0.6
West Bank Gaza							0.0
Module 3			1.0	2.0	2.0	2.0	0.0

* A=Achieved

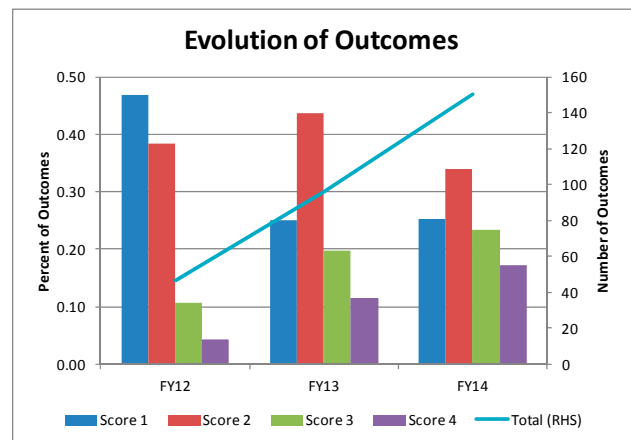
11. **Some TPA TTF projects and modules were concluded as fully achieved in FY14, reflecting steady progress in implementation that was in line with plans.** Most notably, the Senegal project concluded with an excellent achievement record (see Chapter IV and Appendix 5),⁶ as did the cross-country African countries project. Similarly, individual TPA TTF modules were concluded as fully achieved in Ethiopia (9), Swaziland (4), and Mauritania (4, 5, 8).

12. **About two-thirds of the active TPA TTF projects/modules are now at least partially achieved and one-third are largely achieved.** This can be seen in Table 5, which shows average achievement scores aggregated by project (or module, when several modules started at different moments in time). Some countries achieved excellent progress (e.g., Burundi, Côte d'Ivoire, Mauritania, Myanmar, Paraguay, and Swaziland) in FY14, increasing their average scores above 1.5 points from the end of FY13. Unfortunately, progress in some countries stagnated in FY14 (West Bank and Gaza) or even backtracked (Bangladesh, Guinea-Bissau, Haiti, and Nepal). The specific country results are discussed in Chapter IV and in Appendix 5.

13. **Overall progress in TPA TTF activity and implementation can also be assessed by looking at total outcome indicators and outcome scores, which have both shifted up (Figure 3).** Reflecting the rapid increase in TPA TTF activity, the number of tracked outcome indicators has increased from 47 in FY12 to 150 in FY14. Along with the increase in activity, performance has also improved. In FY12, almost 50 percent of all outcomes received a score of 1 (not achieved), whereas in FY14 this had dropped to 25 percent of the total (notwithstanding the increase in TPA TTF activity). Similarly, while in FY12 only 5 percent of all outcomes were rated 4 (fully achieved), this increased to about 17 percent in FY14.

14. **While some of the nine TPA TTF modules continue to see more activity than others, performance scores for all modules are moving in the right direction.** The three most active TPA TTF modules continue to be organization, processing, and enforcement, but there has been a marked increase in activity related to tax policy. Interestingly, average performance scores in the less active modules (taxpayer services, support, integrity, and research) are somewhat higher than in the more active ones, which reflects good performance in a few

Figure 3



⁶ The project end-date is July 2014 and a final headquarters mission to discuss with the authorities the project achievements and lessons learned is planned for October 2014.

projects (e.g., taxpayer service in Liberia, and integrity in Ethiopia and the cross-country African countries). The more active modules (tax policy, organization, processing, and enforcement) average a score above 2 (partially achieved), and all scores are moving in the right direction. Figures 4 and 5 shows the number of active projects by module, and the average module scores, respectively.

Figure 4

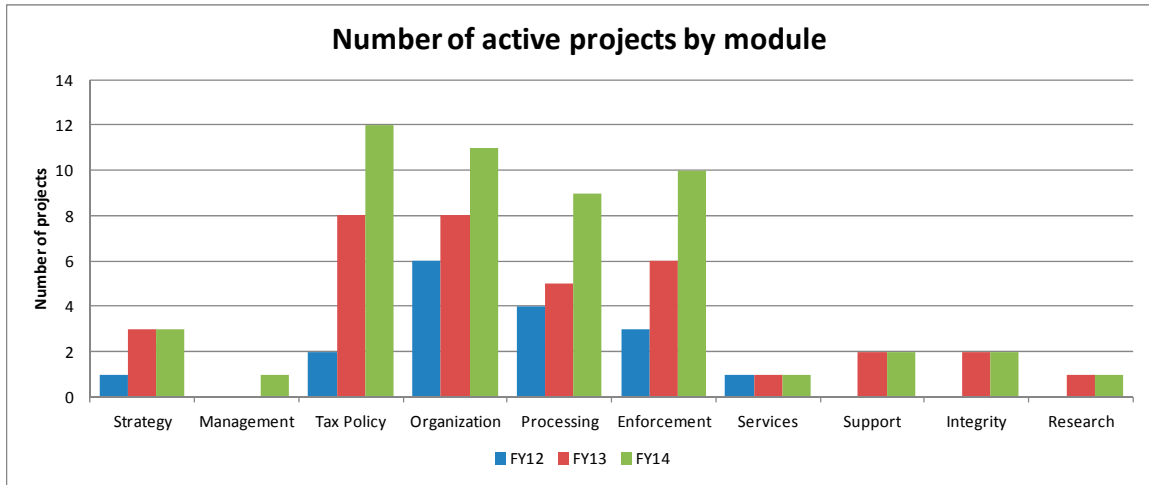
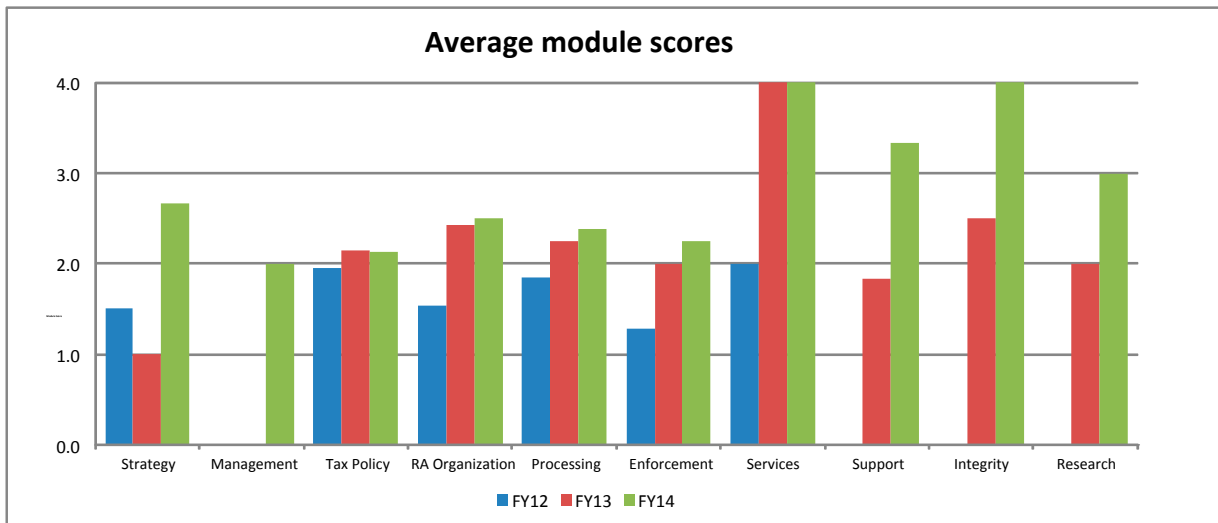


Figure 5



B. Results under the TPA TTF Strategic Log Frame

15. **This report introduces a revised strategic log frame for the TPA TTF, which is work in progress.** The revised strategic log frame (SLF) reflects the discussions held in the March 2014 workshop in Brussels, which are summarized in Appendix 4. The main challenge in analyzing results at the strategic (or impact) level of the TPA TTF is to properly understand how different activities that are undertaken in the different modules and projects contribute to high-level outcomes. This is a difficult link to make in all countries, but especially in LICs and LMICs, where strategic and operational plans, management systems, and performance measurements are often weak. Hence, more discussion is needed to investigate the links between TA delivery (and TPA TTF spending) and the achievements of the high-level outcomes that are being pursued. A better understanding of these links would increase the likelihood of having a greater impact on the achievement of long-term development goals.

16. **A few changes to the strategic log frame of the TPA TTF have been introduced.** These changes are relatively small for this evaluation cycle, namely: (1) adopting an overarching objective and associated performance indicator at the TPA TTF strategic (impact) level, which did not exist before (i.e., there was no defined objective for the TPA TTF as a whole); and (2) defining better some concepts that were used in the SLF to strengthen overall. Regarding the latter, this report clarifies various concepts, using, to the extent possible, definitions used in the 2011 TPA TTF program document. Table 6 presents the revised log frame along the lines just mentioned, and Box 1 includes a new reference sheet with further clarifications. Nevertheless, more work is needed on the strategic log frame, including: (1) a discussion on the appropriateness of the current set of strategic objectives and the associated indicators that measure TPA TTF goals and achievements; and (2) a strengthening of the links between the strategic level (top down) and the activities/outcome level (bottom-up). As agreed in the Brussels workshop, work on the SLF will continue during the current TPA TTF funding cycle and shape the design of a future second TPA TTF cycle.

17. **It is still too early to assess overall results at the SLF level.** While data for the tax-to-GDP ratio are readily available, other indicators are more difficult to obtain: they are sparse or missing for some countries and/or consistent time series are lacking. Table 7 summarizes the data available for the seven TPA TTF log frame indicators and Appendix 6 provides additional information with a breakdown by country. Further work on collecting these indicators is needed to create a good baseline. A new set of RA-FIT data (for 2011-13), which was not yet available for this report, but is expected to be available for the FY15 mid-year report, will help in this respect.

Table 6. TPA TTF Strategic Log Frame (Revision: June 2014)

<div style="border: 1px solid black; display: inline-block; padding: 2px 5px; margin-bottom: 5px;"><i>Impact Level</i></div> <p>Overarching Objective: Increased revenue mobilization to support fiscal sustainability and long-term growth. Overall Indicator: Average tax-to-GDP ratio trends up over time (in all participating countries).</p>				
Strategic Objectives	Indicators	Sources of Baseline	Progress on indicators	Risks and Mitigation
<u>Strategic Objective 1</u> Increased effectiveness of tax systems in participating countries	<u>Indicator 1.1</u> Nr. of countries that have adopted and resourced a clear reform strategy	Initial project proposal and periodic assessments by project managers.	Available at country level, but not yet aggregated. Depends on each project manager's input.	Changes to the reform strategy pose risk, but not necessarily negative unless ill conceived.
<u>Strategic Objective 2</u> Simpler, more transparent, and productive regimes are in place	<u>Indicator 2.1</u> Nr. of countries that have transparently reported tax expenditures	RA-FIT, government public websites, and information from project managers.	Very few TPA countries self-declare compliance with this indicator. Available at country level, but not yet aggregated. Depends on each project manager's input.	Political unwillingness to transparently divulge and/or quantify tax concessions. Difficulties in capturing data and implementing a sound methodology.
	<u>Indicator 2.2</u> Nr. of countries where VAT productivity trends up over time	FAD database on VAT productivity and other public sources, but covers only partially the TPA countries and data often lack robustness.	Country specific baselines available for some program countries and regional averages possible for others.	Multiple VAT rates can distort productivity ratio.
<u>Strategic Objective 3</u> Increased efficiency of participating revenue administrations	<u>Indicator 3.1</u> Nr. of countries where the cost of collections trends down over time	RA-FIT: specific country baselines available for most TPA beneficiaries or regional averages for others.	Baselines for most program countries available. Second round of RA-FIT to be concluded only in 2014/Q3. Data reporting to be done in the mid-year report.	Revenue agencies with customs and non-core tax functions can distort costs, and the absence of donor capital costs can understate the ratio. Apportionment and inclusion of donor contributions can improve comparability.
	<u>Indicator 3.2</u> Nr. of countries where compliance rates trend up (filing, debt, audit)	RA-FIT: data are usually available for on-time filing; data on debt and audit are generally missing for TPA countries.	Baselines for most program countries available. Second round of RA-FIT to be concluded only in 2014/Q3. Data reporting to be done in the mid-year report.	The absence of compliance data signals a need for reform, and is an area of significant attention in the TPA programs that includes creating systems to track compliance metrics.
	<u>Indicator 3.3</u> Nr. of countries where taxpayer perceptions of service delivery trend up	RA- FIT will include a question on taxpayer services in the second round. Obtaining results of taxpayer perception surveys will be more difficult.	One specific TPA country (Liberia) is being targeted on this indicator. However, project managers to update whether other countries have taxpayers surveys.	If not performed independently, the results may not be objective and give a distorted view of taxpayer perceptions. Mitigated by using independent surveyors and robust methodology.

Box 1. Strategic Log Frame Reference Sheet

- Overarching Objective and Overall Indicator: highest strategic objective and associated indicator of the TPA TTF at the impact level. Both are based on the TPA TTF Program Document (April 2011), paragraphs 32 and 33, which read: “the overarching objective of TA in revenue policy and administration in low- and lower middle-income countries is to ensure that needed public spending is financed without jeopardizing fiscal stability” and “the main outcomes to be expected from a reform program should include...improved revenue performance, especially where the tax-to-GDP ratio is below the levels required for fiscal sustainability and longer-term growth”.
- Strategic Objectives: the objectives that support the achievement of the overarching objective.
- Indicators: Key performance indicators associated with the achievement of the strategic objectives. All indicators for the TPA TTF to be reported showing the results in terms of numbers (and/or associated percentages) of participating countries meeting the criteria. For example, indicator 1.1 would show that “a clear reform strategy has been adopted and resourced in x (or x percent) of participating countries”.
- Strategic Objective 1: Effectiveness of the tax system refers to a tax system that operates under the desired principles laid out in Box 4 of the TPA TTF Program Document (April 2011), namely a system that has: efficiency/neutrality; simplicity and transparency; equity; high revenue generating capacity; harmonization/coordination with other systems; greater reliance on domestic taxes; feasibility; and integration.
- Strategic Objective 2: Simplicity and transparency as defined in Box 4 of the TPA TTF Program Document (April 2011): taxes with simple rules; few and low rates; minimal exemptions; and a clear, wide, and measurable base. Productivity is measured by the VAT productivity indicator; taxes with few exemptions and a wide base are more productive.
- Strategic Objective 3: Efficiency of the revenue administration refers to an administration that operates under the desired principles laid out in Box 5 of the TPA TTF Program Document (April 2011), namely: the existence of a proper legal framework; efficient organizational and staffing arrangements; a system of self-assessment; streamlined collection systems and procedures; service oriented approaches; risk-based audit and other verification programs; extensive use of IT; modern HR practices; effective models for ongoing institutional change; and an environment of integrity and good governance.

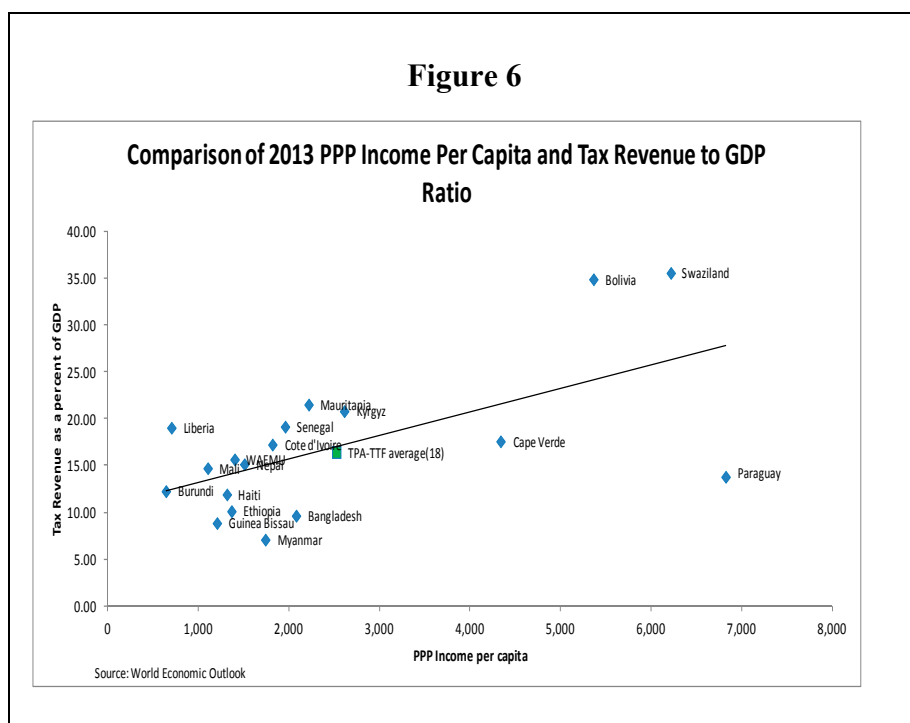
Table 7. TPA TTF Strategic Log Frame Reporting

Level	Source	Indicator Description	2010	2011	2012	2013
Impact	IMF/WEO	Tax-to-GDP ratio (average all countries)	14.3	14.8	16.5	16.4
1.1.	IMF/Project Managers	Reform Strategy Adopted and Resourced	n/a	n/a	n/a	8 out of 18
2.1	IMF/Project Managers	Tax Expenditures Accounted for and Reported	n/a	n/a	n/a	2 out of 17
2.2	USAID	VAT Productivity (average 14 countries)	n/a	0.37	0.38	0.4
3.1	IMF/RA-FIT	Cost of Administration (average 10 countries)	1.6	n/a	n/a	n/a
3.2	IMF/RA-FIT	On-time VAT filing in % of total returns (average 7 countries)	77%	n/a	n/a	n/a
3.3	IMF/Project Managers	Taxpayer Survey Available	n/a	n/a	n/a	5 out of 17

18. **Keeping in mind these caveats, the SLF results show the following:**

- The most reliable indicator—the average tax-to-GDP ratio for all TPA TTF countries—improved from 2011 to 2012 by 1 ¾ percentage points and remained stable in 2013 at about 16.5 percent of GDP. While this is low by international standards, there are two outliers, Bolivia and Swaziland, both of which have high tax-to-GDP ratios (at about 35 percent) due to natural resource revenues and regional tax transfers, respectively. Excluding these two countries, the TPA TTF average was 13.2 percent of GDP in 2013.

- Figure 6 illustrates that tax revenues (as percent of GDP) generally increase with per-capita income. However, there are significant differences in resource mobilization across countries at similar per-capita income levels. For instance, Liberia's revenue mobilization exceeds that of Paraguay, even though the latter has a much higher per-capita income.



- Not all countries have effectively adopted and resourced a reform strategy, which may be a factor in hampering the attainment of results over time. Out of the 11 country projects that performed at a good or satisfactory level in

FY14, all but three have adopted a reform strategy.⁷ A discussion on this issue would be useful, also given the importance of having a strategic plan approved and resourced in the beginning of a medium-term reform process. The idea of encouraging countries to prepare those plans as a precondition for opening new TPA TTF modules could be discussed.

- The number of countries estimating tax expenditures and applying taxpayer surveys is strikingly low (less than 20 percent). The former also makes it difficult to assess the efficiency of tax administrations as it is difficult to separate policy gaps (i.e., tax base erosion due to tax expenditures) from collection gaps.

IV. KEY PROJECT DEVELOPMENTS

A. Country Projects Achievements

19. **TPA TTF beneficiary countries differ significantly in terms of the pace of project implementation and the achievement of results.** This reflects significant differences in political support as well as managerial/technical capacities across countries. An enhanced narrative along key risk categories allows these issues to be highlighted more clearly. In general, projects that perform well also possess good leadership and manage to mobilize and enhance technical capacity in tough environments. Based on the new narrative by key risk category and the aggregated scores, country projects have been classified in three broad categories indicating: (1) significant; (2) satisfactory; and (3) slow progress. The aim is to gain insight as countries are split into these three categories to learn more about commonalities/differences across countries with differences in performance.

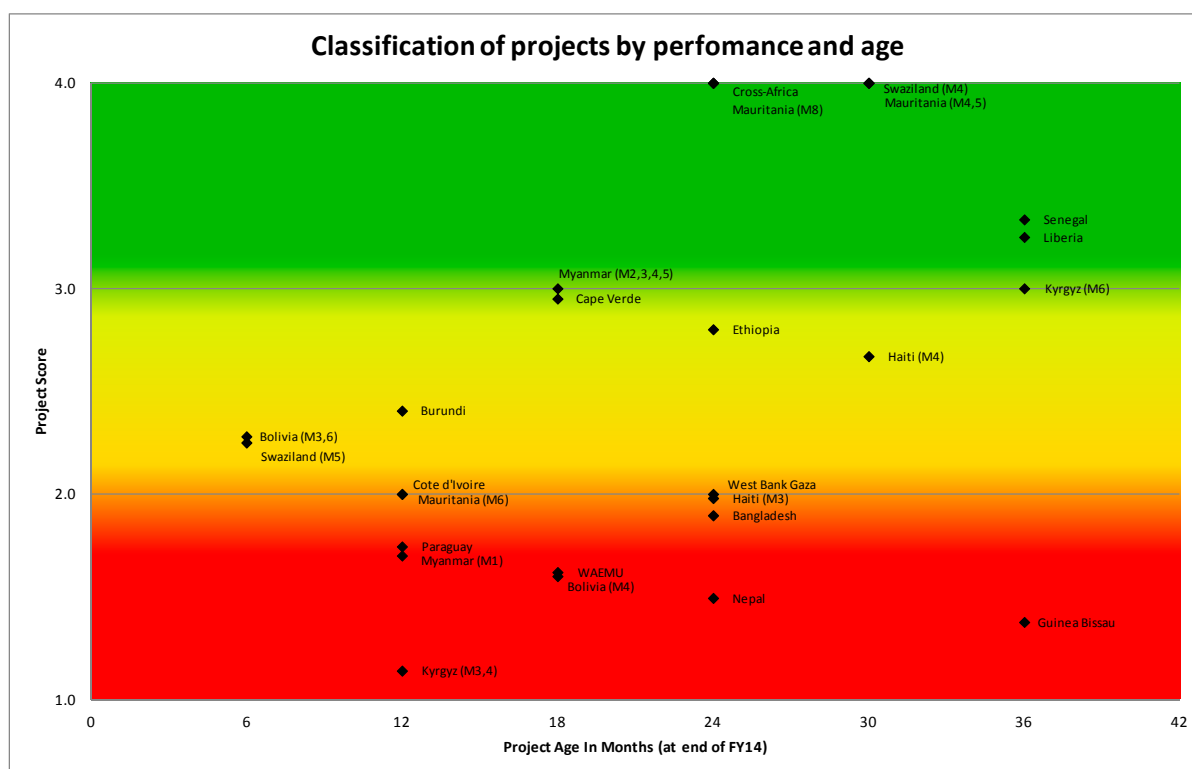
20. **Figure 7 depicts the average scores and relative age (in months at end-FY14) by project.** Accordingly, some mature projects (over 36 months) perform well, as expected (Senegal, Liberia, Mauritania); while other mature projects performed poorly (Guinea-Bissau). After 24 months of implementation, some projects (e.g., Swaziland module 4 and Mauritania module 8) were fully achieved, while other projects still struggled to get traction (West Bank and Gaza, Bangladesh, Haiti module 3, and Nepal). Projects up to two years can be considered recent and would be expected to have lower grades. However, even among recent projects there are already differences in performance (e.g., with the Kyrgyz modules 4 and 8 having a relatively weaker performance). This chapter discusses possible reasons behind this uneven performance.

⁷ The reform strategies in place in Ethiopia and Myanmar are not yet fully resourced.

Countries making positive progress

21. Of the 17 country projects active in FY14, five are performing very well. Progress is most pronounced in Burundi, Cape Verde, Côte d'Ivoire, Mauritania, and Senegal. Common themes across these projects include: (1) a high-level of political support, as demonstrated by a willingness to take action, adopt required legislative changes, and hold the tax administration accountable for planned reform activities; and (2) strong managerial-level commitment by the tax administration to implement reforms, as demonstrated by a high level of engagement with the reform process, the TA delivery, and a willingness to take required decisions in a timely manner. Strong implementation is also possible in new projects when the government is committed. Two of the newest TPA TTF projects, Burundi and Côte d'Ivoire, are showing good early results.

Figure 7



22. **Major achievements include the following** (see also Appendix 5):

- *Burundi*: The tax department of the Office Burundais des Recettes (OBR) is efficiently organized and appropriate segmentation principles have been implemented. Progress has been also achieved with respect to estimating tax expenditures (although with significant quality issues) and reviewing the excise regime.

- *Cape Verde*: Three new codes were approved (General Tax Code, Tax Procedures Code, and a specific code on tax executions).
- *Côte D'Ivoire*: The Minister of Finance endorsed an action plan to establish a large taxpayer office and issued a ministerial decree to launch two pilot medium-sized taxpayer offices.
- *Mauritania*: The Mauritanian Tax Department has made significant progress on organizational strengthening, including organizing headquarters along functional lines and implementing taxpayer segmentation.
- *Senegal*: The project is being concluded with a new functional-based organizational structure in place, taxpayer segmentation adopted, and better registration and filing procedures implemented.⁸

Countries Making Satisfactory Progress

23. **Six country projects are making satisfactory progress.** Bolivia, Paraguay, Swaziland, Myanmar, Liberia, and Ethiopia are on track to achieve their respective project objectives and outcomes based on their improvements in achievement scores to date. Progress in Myanmar is expected to benefit from the SC's 2013 endorsement to include a long-term resident advisor; an advisor will be based in Myanmar from May 2015. More specifically:

- *Bolivia*: Tax expenditures and VAT gap estimates have been implemented and three audit manuals for different economic sectors have been developed.
- *Ethiopia*: The Ethiopia Revenues and Customs Authority (ERCA)'s compliance enforcement and integrity programs are being implemented, and a fraud control plan has been drafted.
- *Liberia*: The Liberian authorities have recently been able to demonstrate increased ownership of the reforms with the launch of the new Liberia Revenue Authority (LRA) scheduled for July 1, 2014, and the new head is already appointed.
- *Myanmar*: A high-level revenue administration modernization strategy has been agreed and is being finalized, and the tax policy project management unit has been staffed.

⁸ Recently, the authorities took some policy decisions (against FAD advice) that have had an adverse impact on revenues (estimated at over 1 percent point of GDP by a recent AFR mission). This is not yet fully reflected in the tax-to-GDP ratio (which fell by ½ point between 2012 and 2013), perhaps due to the preliminary status of 2013 data. It should be noted, however, that VAT productivity also fell from 0.6 to 0.4 between 2012 and 2013 (partly reflecting the introduction of a new lower VAT rate). This demonstrates that, even for projects that were concluded successfully, policy choices can quickly undo achievements and compromise earlier gains.

- *Paraguay*: The action plan for strengthening the registry and implementing collection through banks was approved in February 2014, and measures for the cleanup of the registry including through the removal of inactive taxpayers are underway.
- *Swaziland*: The Swaziland Revenue Authority (SRA) is advancing towards introducing self-assessment, which was successfully adopted for all large corporate taxpayers in October 2013.

Countries with Slow Progress

24. **The remaining six country projects are performing below expectations after 24 months of project implementation** (see Appendix 5). These are Haiti, Bangladesh, Nepal, the Kyrgyz Republic, Guinea-Bissau, and West Bank and Gaza, where the FY14 project achievement scores have either dropped or remained unchanged since FY13 and average scores at end-FY14 are low (depicted in Figure 7 as red/orange) for the relative project age. Most performance issues relate to the adverse impact on reform momentum of the political circumstances in each country. In Haiti, Bangladesh, and Nepal, the overall FY14 project achievement scores have dropped since FY13 (see Table 5). This relates mainly to the delivery of module 3 (tax policy), where planned reforms have generally stalled due to different political factors, and/or capacity issues (e.g., in Haiti). On a more positive note, progress has continued on the other active tax administration modules in these same three countries. In the Kyrgyz Republic, achievements scores remained broadly unchanged in FY14 as political support remain low with no signs of improvement. A similar type of stagnation is seen on the West Bank and Gaza project, where there is an apparent lack of public support for any major tax reform. No TA was delivered to Guinea-Bissau during FY14 as progress has remained elusive since the April 2012 coup.

B. Cross-Country Project Achievements

25. **The cross-country project on Revenue Authorities (RA) was concluded in FY14 with excellent results.** The three planned workshops, aimed at sharing experiences across countries with similar challenges, were delivered during FY14 and participants stressed their satisfaction. The workshops also offered an opportunity to reach out to countries outside of the TPA TTF universe, showcasing the TPA TTF work beyond its current group of beneficiaries. For further details on this project, see Appendix 5.

26. **The WAEMU tax-coordination project concluded its second year with a seminar in Dakar in April 2014.** This was the first of its kind since the creation of the WAEMU Commission in 1994 and was attended by heads of tax and customs administrations of member states, as well as experts from the EU, Canada, and the IMF. The high-level participation showed commitment by both member states and the WAEMU Commission. The seminar brought about

an emerging consensus on the strengths and weaknesses of the WAEMU tax coordination framework, and the challenges for furthering the main objectives of the WAEMU Treaty (i.e., revenue mobilization and reducing distortions to the common market). Participants were able to identify specific areas where the WAEMU Commission should make proposals to member states to reinforce the tax coordination framework. A webpage on the IMF's website was set up to house all materials related to the seminar for the benefit of the wider public.

C. Research Projects Achievements

27. **The TPA TTF research projects advanced well over the past six months.** There are two key projects: (1) revenue administration performance measurement and benchmarking through RA-FIT; and (2) a paper on Electronic Tax Registers (ETR). The RA-FIT project will be concluded by August 2014 with excellent results. The work on the ETR paper suffered delays during 2013 but is now progressing apace. In addition, the cross-country work on RA will produce a technical note summarizing key lessons from the three workshops that were delivered.

Revenue Administration-Fiscal Information Tool⁹

28. **RA-FIT is an IMF initiative to support improved performance measurement in revenue administration, as part of a strengthened fiscal surveillance tool kit.¹⁰**

- The first round of RA-FIT was launched in 2012 and is being concluded in the first half of 2014 with the publication of a paper analyzing the results of the first iteration. The paper has been drafted and is expected to be published in mid-2014, which would successfully conclude the first round of RA-FIT activity. Both the paper and related outreach have benefited from TPA TTF financial support. TPA TTF support ends in August 2014; the remaining resources will be used within six months to underpin outreach activities.
- A much improved second round of RA-FIT data collection was launched in early 2014. The main differences compared to the first round are: (1) a new web-based platform

⁹ This section is largely based on the forthcoming paper "RA-FIT: Enhancing Performance Measurement in Revenue Administrations", which presents the results of the first round of the RA-FIT survey.

¹⁰ It has been designed to deliver the following specific outcomes: first, gathering qualitative and quantitative tax and customs administrations data; second, analyzing the gathered data to establish baseline measures by appropriate grouping (for example, by income group and region); third, making data and analysis available to member countries as an IMF service for improved cross-country surveillance and benchmarking; fourth, elevating the importance of strategic management and performance measurement to improve the efficiency and effectiveness of member countries' revenue administrations; and finally, improving the quality of TA delivery by having performance measures and comparative information in advance of planned TA activities.

(instead of an Excel workbook) that allows for input error correction and the much faster provision of analytical output; and (2) a new partnership with the Inter-American Center of Tax Administrations (CIAT) and the World Customs Organization (WCO). The partnership is a major milestone to standardize concepts across organizations working on revenue administration issues; increases the coverage of the RA-FIT network; and reduces the burden on revenue administrations by having different organizations asking for data in the same format. Recent presentations at a United Kingdom Her Majesty's Revenue and Customs seminar on performance measurement (January 2014), the WCO Capacity Building Committee (April 2014), and the CIAT General Assembly (May 2014) helped to consolidate this network and market the project to a wide range of countries.

29. **The RA-FIT database will also support the development of the RBM framework for the TPA TTF.** A key lesson from the first iteration is that most LICs and LMICs have major shortcomings relating to performance measurement. Indeed, capacity is low, performance systems are often non-existent or precarious, and there is an absence of strategic management. Hence, it is a challenge to start regular reporting on progress against targets for TPA TTF countries. RA-FIT helps close this gap and provides a platform and a methodology that facilitates this work, with clear benefits for countries and for TPA TTF management.

30. **In summary, RA-FIT shows strong signs of sustainability given the improved web platform and the recently boosted international support for the tool.** In this context, the end of the TPA TTF financial support due to the conclusion of the project will adversely impact on the project activities, including analysis and outreach. Given the project's importance for RBM, it would be useful to discuss options for continuing the TPA TTF financial support to RA-FIT.

Electronic Tax Registers

31. **The research project on ETR has suffered delays, but is now on track to be concluded by mid-2014.** These delays were due to the time required to compile and analyze the results, and elaborate a paper that could add real value as a cross-country reference on the issue. A revamped draft is now ready to be sent for internal review; it is expected to be circulated to TPA TTF donors for comments by mid-June.

Revenue Authorities Governance

32. **A note is being prepared to summarize and disseminate the technical issues raised in the three workshops on RA that were part of the Cross-Country Africa project** (see Appendix 5). The note, expected to be finalized by September 2014, will distill main issues from documents presented at the workshops; this will help disseminate knowledge on the topic following the conclusion of the project at end-FY14. The note will be prepared in lieu of a

working paper to update and expand the 2006 IMF Working Paper on RA that was mentioned in paragraph 53 of the 2013 TPA TTF Report. The remaining financing under the research agenda could be used to prepare notes on TPA-related topics for the IMF series on Technical Notes & Manuals, which would give further visibility to the TPA TTF. This would be in line with proposals at the June 2013 SC meeting (paragraphs 19 and 20 of the minutes); Chapter V has further details.

D. Suggested Measures to Improve Project Achievements

33. On the basis of the enhanced RBM framework, some tentative lessons can be drawn:

- *Political support and strong management are crucial for ensuring successful project implementation.* While this is not surprising, the question to be addressed is whether there is scope to dedicate more time during a mission to discuss these critical aspects with ministers and heads of tax administrations in countries where these features are lacking. Continuing to deliver TA and press for results at the technical level may not be sufficient to ensure that objectives will be met. Better strategies for discussing options for mobilizing political and management support in particular countries may need to be put in place. More emphasis on having a reform plan approved and resourced in the early stages of a project could also enhance political and management commitment.
- *Performance measurement still needs improvement across all countries.* Without measuring performance properly, it is difficult to know if changes achieve intended results. Additional efforts to advance performance measurement are needed. This can be achieved through a more systematic use of RA-FIT; project managers could pursue country authorities more strongly to encourage them to complete the RA-FIT survey. Also, TADAT missions could support better assessing and evaluating tax administrations.
- *The link between project/module indicators and the high-level indicators remains a work in progress.* As the RBM framework develops, project managers have to devote greater attention to reconciling their field-based assessments with information from standard indicators, such as the tax-to-GDP ratio and VAT productivity. For instance, while Cape Verde has a very good performance in terms of project implementation, its tax-to-GDP ratio fell from 20 to 17.6 percent of GDP during 2011–2013. This may reflect a lag between implementation and impact on revenue, but could also be due to other factors. The opposite may also happen. Poor reform implementation in the Kyrgyz Republic seems not to have had an impact on revenues, which were sustained at about 20 percent of GDP. As strong growth often boosts revenues on the back of high elasticities, reform enthusiasm may wane in boom years, an issue that could be taken up by project managers

for further discussion with authorities. More generally, project managers should seek to reconcile field-based assessments and higher-level indicators. For instance, specific missions to assess the size and composition of the tax gap (RA-GAP missions) could support the design of administrative and policy measures that can lead to greater overall compliance levels.

V. OTHER ISSUES

A. New Activities in FY15

34. **Two new projects will commence in FY15.** As the TPA TTF reaches maturity, there are now fewer changes in the TA program. However, following the December 2013 SC decisions, IMF staff has identified savings in the TPA TTF from under-executing activities in several projects. These savings have been allocated to finance the new Mali project activities (modules 3, 5, and 6), as endorsed by the SC on a LOT basis in early-May 2014. Activities will commence with a headquarters mission in May 2014. The project to support the East African Community (EAC) to build capacity for multilateral double tax agreements under module 3 will also commence, following the reformulation of the project proposal to avoid duplication of activities between the TPA TTF work and bilateral TA delivered by donors.

35. **As indicated in the 2013 Annual Report, several TA projects remain in the pipeline.** Among these, the Maldives project would seem to be a priority due to large unmet TA needs. Yet, due to funding constraints, no commitments have been made.

36. **On the research agenda, it is proposed to prepare four technical notes related to TPA TTF activities, in addition to the note on RA that is currently being prepared (see paragraph 32).** Two of these notes would be prepared in FY15 and two in FY16. It is proposed that they be issued under the IMF series “Technical Notes and Manuals,” with TPA TTF financing indicated in the respective notes, which will enhance TPA TTF visibility given the broad dissemination of the series. For FY15, it is proposed to prepare notes on: (1) designing and administering effective VAT refund systems; (2) managing successful tax administration reforms—a TPA TTF cross-country analysis. Topics for FY16 will be discussed at the mid-year FY15 SC meeting.

37. **It is also envisaged that the ongoing refinement and development of the enhanced RBM framework will demand sustained effort during FY15.** During this development phase, resources will continue to be assigned to support the RBM framework, which includes additional staff time dedicated to this task (also including TPA TTF project managers). In this process, it will be important to collaborate with the SC and country authorities to ensure that the ongoing RBM process includes the perspectives of all stakeholders. While no definite decision needs to

be taken, it could be useful to hold another one-day technical workshop on the evolving RBM framework once further progress has been achieved.

B. Outreach Activities

38. **The proposed outreach for years four and five of the first phase of the TPA TTF will include five activities.** These activities are: enhancing TPA TTF information on imf.org; preparing and publishing success stories booklets; making presentations to various donor countries; publicizing TPA TTF material in relevant seminars of the IMF/World Bank Annual and Spring meetings; and the production of a video (see Appendix 8 for details). Chapter VI seeks SC endorsement.

C. External Mid-Year Evaluation

39. **The evaluation of the TPA TTF will be undertaken during year four of operations.** The evaluation, for which the TPA TTF program document allocates a budget of US\$250,000, will follow the agreed terms of reference and timetable. The current plan is to finalize the evaluation report by spring 2015 and present it to the SC at the 2015 annual SC meeting. The evaluation exercise, which has already been launched, will assess the effectiveness of TPA TTF and is intended to identify lessons learned so far and provide recommendations for refining operations through the end of the current cycle, as well as for improving the trust fund in future phases. It will also take into consideration lessons learned from the November 2013 evaluation report (see Appendix 7), which mainly focused on assessing the Liberia and Senegal projects.

VI. STEERING COMMITTEE ENDORSEMENTS

40. **Steering Committee endorsement is being sought for the following:**

- Budget neutral extension of the Bangladesh and Kyrgyz projects to June 30, 2015, and December 31, 2015, respectively. Both projects have experienced slow implementation (see paragraph 24 and Appendix 5) and, in the case of the Kyrgyz Republic, new modules (3, 4) were added in FY14.
- Endorsing the revised scope of the research proposal to prepare a total of five technical notes related to TPA TTF activities over FY15-16. This revision is budget-neutral. These technical notes will be prepared in lieu of the working paper on RA, which was endorsed by the SC subject to the subsequent endorsement of a concept note on a lapse of time basis. The technical notes will cover the following topics: (1) RA (to describe and disseminate issues raised in the three workshops) (see paragraph 32); (2) VAT refunds (see paragraph 36); and (3) management of revenue administration reforms (see

paragraph 36). The remaining two topics will be presented for discussion at the mid-year FY15 SC meeting.

- Endorsing the outreach activities of the TPA TTF. The impact of the outreach proposal on the budget is shown in Table 8 below:

Table 8. TPA TTF—Proposed Revisions and New Modules for Approval

As of April 30, 2014
(In thousands of U.S. dollars)

Country (Project)	Description	Multi-year Budget as of end-April 2013	Proposed Change in Budget	Proposed New Multi- Year Budget
<i>New Proposal for Year 4</i>				
General Project Management				
Outreach ¹	Booklet, video and travel		80	80
Proposed increase in budget		80
<i>inclusive of Trust Fund Management Fee</i>				
Total SC Approved Budget		27,784
Total budget including new proposals				27,864
of which Trust Fund Management Fee				1,950

¹Includes Trust Fund Management Fee.

VII. APPENDIXES

Appendix 1. Financial Statement

Quarterly Activity	Contributions Received	Transferred	Interest Earned	Expenses Paid	Account Balance
Fiscal Year 2011					
February - April	\$1,786,900	\$0	\$134	\$0	
Total Fiscal Year 2011	\$1,786,900	\$0	\$134	\$0	\$1,787,034
Fiscal Year 2012					
May - July	\$1,000,000	\$0	\$57	\$13,552	
August - October	\$6,888,120	\$0	\$3,464	\$257,993	
November - January	\$1,546,750	\$0	\$251	\$807,574	
February - April	\$884,456	\$0	\$853	\$550,608	
Total Fiscal Year 2012	\$10,319,326	\$0	\$4,625	\$1,629,727	\$10,481,258
Fiscal Year 2013					
May - July	\$1,588,591	\$0	\$1,038	\$709,417	
August - October	\$0	\$0	\$2,400	\$466,007	
November - January	\$2,617,272	\$1,617,272	\$2,807	\$1,254,104	
February - April	\$325,750	\$0	\$2,130	\$887,156	
Total Fiscal Year 2013	\$4,531,613	\$1,617,272	\$8,375	\$3,316,685	\$11,704,562
Fiscal Year 2014					
May - July	\$0	\$0	\$979	\$947,741	
August - October	\$0	\$0	\$597	\$870,518	
November - January	\$1,340,376	\$0	\$1,003	\$914,725	
February - March	\$4,719,591	\$0	\$749	\$550,998	
Total Fiscal Year 2014	\$6,059,967	\$0	\$3,328	\$3,283,982	\$14,483,875
Total	\$22,697,806	\$1,617,272	\$16,462	\$8,230,394	\$14,483,874
Expenses Payable (Receivable) for the month of April 2014				\$968,939	
Grand Total	\$22,697,806		\$16,462	\$9,199,333	\$13,514,935

Amounts indicated under 'Contributions received' are net of transfers to other donor accounts. Amounts received into the account and transferred based on signed legal understandings are also separately indicated under the column titled 'Transferred'.

Appendix 2. List of Technical Assistance Reports

Country	Title	Authors	Completion Date	Language	Date published or 60-day lapsed	Country Consent for Release (Yes/No)
Liberia	Support for Tax Administration Reforms Implementation of Tax System and Improvement of Tax Procedures	Fatos Qendro	Sep-11	English	Nov-11	Yes
Senegal	Reinforcement of Fiscal Administration Actions and Priorities for 2011-2014	Patrick Fossat, Gérard Chambas, Jean Mark Delporte Gilles Montagnat-Rentier, Vincent de Paul	Sep-11	French	Nov-11	Yes
Guinea-Bissau	Strategy for Tax Reform, Modernization and Mobilization of Revenue DGCI	Koukpaizan, Decio Rui Pialarissi, Ricardo Varsano	Nov-11	rench/ Portugues	Jan-12	Yes
Kyrgyz Republic	Strengthening Enforcement	Andrew Masters, Kevin Woodley	Nov-11	English/Russian	Jan-12	Yes
West Bank and Gaza	Improving Compliance with Income Tax	Peter Barrant, Thomas Story, Rick Matthews Thomas Baunsgaard, Martin Grote, Alistair Watson, Christophe Waerzeggers	Dec-11	English	Feb-12	Yes
Liberia	Tax Policy Reform: The Next Steps	Andrew Masters, William Crandall, Maureen Kidd	Jan-12	English	Mar-12	Yes
Swaziland	Optimizing the Swaziland Revenue Authority	Gilles Montagnat-Rentier, Patrick Fossat, and Renilde Bazahica	Jan-12	English	Mar-12	Yes
Mauritania	Modernization of Tax Administration: Preparation of a Technical Assistance Project Supported by a Dedicated Trust Fund	Michel Bua, Patrick De Mets, Philippe Sauval	Mar-12	French	May-12	Yes
Haiti	Building Fiscal Administration Priorities and Actions for 2012-2014		Mar-12	French	May-12	Yes
Liberia	Tax Administration: Assessing Progress Under the Tax Policy and Administration Topical Trust Fund	Vinette Keene	Mar-12	English	May-12	Yes
Senegal	Reforming VAT and Reducing Tax Expenditures	Patrick Petit, Anna Shabunina and Anne-Marie Geourjon	Apr-12	French	Jun-12	Yes
Senegal	Taxation of Personal Income, Banking, and Telecommunications Sectors	Patrick Petit, Pierre-Pascal Gendron and Luc Godbout	May-12	French	Jul-12	Yes
Haiti	Launching the Tax Policy Unit (white cover)	Patrick Petit and Anne-Marie Geourjon	Aug-12	French	Oct-12	N/A
West Bank Gaza	Improving Income Tax and Tax Incentives Proposed Tax Policy TTF	Russell Krelove, Thornton Matheson and Peter Mullins	Aug-12	English	Oct-12	Yes
Ethiopia	Strengthening Enterprise-wide risk and compliance management strategies	Justin Zake, Steve Chapman and Annette Chooi	Sep-12	English	Nov-12	Yes
Kyrgyz Republic	Developing the Tax Compliance Management (white cover)	Enriko Aav, John Middleton	Sep-12	nglish and Russia	Nov-12	N/A
Bolivia	Analysis and Recommendations for the Integration of Tax and Customs Administrations	Decio Pialarissi, Marcos Noronha, Mario Rosello and Selvin Lemus	Oct-12	Spanish	Dec-12	No
Union of Myanmar	Tax Policy for Growth, Fairness, and Sustainable Revenues	Victoria Perry, Russell Krelove, and Roberto Schatan	Oct-12	English	Dec-12	Yes
Liberia	Reviewing Reforms and Progress under the Tax Policy and Administration Topical Trust Fund	Vinette Keene, Maureen Kidd, Margaret Gavaghan Patrick Fossat, Abderrahmane Raouya, Gerard Chambas	Nov-12 Nov-12	English French	Jan-13 Jan-13	Yes Yes
Senegal	Tax Administration Reform: The Next Steps	Mario Mansour, Anne-Marie Geourjon	Nov-12	French	Jan-13	Yes
WAEMU	Tax Coordination in WAEMU: Current Status of TPA TTF Project Plan for 2013–15 (White Cover Report)			French	Jan-13	N/A
Bangladesh	Transfer Pricing and Related Issues	Kiyoshi Nakayama, Timothy Dehan, Michael Durst	Dec-12	English	Feb-13	Yes
Liberia	Enhancing Revenues through Real Property Tax, VAT Implementation, and Petroleum Fiscal Instruments	M. Grote, J. Brooks, R. Franzsen, and V. Kitange Andrew Masters, William Crandall, Magoola	Dec-12	English	Feb-13	Yes
Swaziland	A Successful Integration of Domestic Taxes	Kalyebbi, and Maureen Kidd	Dec-12	English	Feb-13	Yes
Union of Myanmar	Modernizing Tax Administration in Myanmar	Margaret Cotton, Peter Barrant, and Mark Konza	Dec-12	English	Feb-13	Yes

Country	Title	Authors	Completion Date	Language	Date published or 60-day lapsed	Country Consent for Release (Yes/No)
Nepal	Improving Efficiency and Effectiveness in Nepal Inland Revenue Department - Agreed 2012/13-2014/15 Reform Technical Assistance Program	Margaret Cotton, Debra Adams, Olivier Benon, Janos Nagy, Maureen Kidd	Jan-13	English	Mar-13	Yes
Haiti	Continued Reinforcement of Tax Administration: Progress of Reforms and Assessment of Reorganization Implementation	Vincent Koukpaizan, Philippe Sauval	Mar-13	French	May-13	Yes
Haiti	Follow up on Progress of Tax Policy Unit Analytical Work (White cover)	Patrick Petit	Mar-13	French	May-13	N/A
Mauritania	Tax Administration : Follow up of TPA TTF Reform Implementation	Patrick Fossat, Gerard Chambas, et Laurent Nkodo	Mar-13	French	May-13	Yes
Cape Verde	General Recommendations and Project Plan for Technical Assistance in Tax Policy and Administration	Decio Rui Pialarissi, Erico Pozenato, Jose Tostes, Russel Krelove	Apr-13	Portuguese	May-13	Yes
Senegal	Review of Mining Tax Policy and Recent General Tax Policy Reforms	Patrick Petit, Oana Luca	Apr-13	French	May-13	Yes
Union of Myanmar	Modernizing the Tax Administration : Establishing a Large Taxpayer Office, Self Assessment and Information Technology	Margaret Cotton, Debra Adams, Greg Dark, Havard Holterud, Mark Konza, William Remington	Apr-13	English	May-13	Yes
Nepal	Preliminary Analysis of Nepal Tax Reform	Kiyoshi Nakayama	Apr-13	English	May-13	No
Ethiopia	Reviewing Reforms and Monitoring Activities supported by the Tax Policy and Administration Topical Trust Fund	Vincent Koukpaizan and Paul Duffus	May-13	English	Jul-13	Yes
Liberia	Assessing Reforms and Progress under the TPA TTF	Vinette Keene, Carson McNeil	Jun-13	English	Aug-13	Yes
Burundi	Strategies for the Reorganization and Modernization of the Burundi Office of Revenues' Tax Department	Yves De Santis, Patrick Fossat, Rene Ossa, Nicolas Hi	Jul-13	French	Sep-13	Yes
West Bank Gaza	Investment Tax Incentives (white cover)	Russell Krelove	Jul-13	English	Sep-13	Yes
WAEMU	Coordination of Direct Taxation and Fiscal Expenditure	Mario Mansour	Aug-13	French	Oct-13	Yes
Bolivia	Personal Income Tax, International Taxation, and Tax Expenditure	Ricardo Fenochietto	Nov-13	Spanish	Jan-14	Yes
Senegal	Fiscal Reform: A Success at Risk	Patrick Petit	Oct-13	French	Dec-13	Yes
Senegal	Tax Administration Reform: Evaluating reform implementation	Patrick Fossat	Sep-13	French	Nov-13	Yes
Paraguay	Agenda for Tax Administration Reform: Opportunities and Challenges	Patricio Castro	Nov-13	Spanish	Jan-14	Yes
Swaziland	Implementing Self-Assessment	Masters, Andrew Robert Lovell; Crandall, William J.; K	Jan-14	English	Mar-14	Yes
Liberia	Tax Administration Reform Including the Launch of a Revenue Authority - Progress to Date with TPA - TTF Support	Keene, Vinette Bernice Elizabeth; McNeill, Carson	Jan-14	English	Mar-14	Yes
Cote D'Ivoire	Reinforcement of the Tax Administration: Priority Actions for 2014-2016	Fossat, Patrick Yvan Gabriel; Chambas, Gerard; Evina C	Jan-14	French	Mar-14	Yes
Nepal	Inland Revenue Department - Reform Progress Review and Technical Assistance Program for 2014-15	Adams, Debra; Duffus, Paul Michael	Mar-14	English	May-14	Pending
Burundi	Excise Tax Regime and Tax Expenditure	Rota Graziosi, Gregoire Jean Louis; Geourjon, Anne M	Mar-14	French	May-14	Pending
Cape Verde	Tax Administration in Cape Verde: Evolutions and Challenges	Pialarissi, Decio Rui; Alves, Leda	Apr-14	Portuguese	May-14	Pending
Myanmar, Union Of	Managing the Internal Revenue Department Reform Program	Cotton, Margaret; Farr, Gregory Douglas; Kidd, Maureen	Apr-14	English	Jun-14	Pending
Haiti	Midterm evaluation of the program for reorganization of the general tax office - Module 4 of the TPA-TTF	Koukpaizan, Vincent de Paul Kocou	Apr-14	French	Jun-14	Pending
Liberia	Continuing Tax Administration Reforms and Progress to Launch the Liberia Revenue Authority (LRA)	Keene, Vinette Bernice Elizabeth; McNeill, Carson	May-14	English	Jul-14	Pending
Bolivia	Recommendations in auditing and evaluation of technical assistance for the National Tax Service	Pialarissi, Decio Rui; Gutierrez, Leopold; Santibanez, Jo	May-14	Spanish	Jul-14	Pending

Appendix 3. Mission Travel to Beneficiary Countries in FY14

Africa (AFR)

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Burundi	Multi-module TPA-TTF Mission	5/21/2013	5/31/2013	Reorganization and Modernization of Tax Administration (TPA TTF)	De Santis, Yves Noel	FADR2	14FAG6200
Burundi	Short-term expert visit (TPA TTF Module 4)	10/16/2013	10/29/2013	Reorganization and Modernization of Tax Administration (TPA TTF)	Ramarozatovo, Anthony Manamalala	FADR2	14FAG7100
Burundi	Short-term expert visit (TPA TTF Module 6)	10/16/2013	10/29/2013	Reorganization and Modernization of Tax Administration (TPA TTF)	Penanje Nkepeng, Philip	FADR2	14FAG7300
Burundi	TA Mission review excise taxes and assess tax expenditure	1/8/2014	1/22/2014	Reorganization and Modernization of Tax Administration (TPA TTF)	Rota Graziosi, Gregoire	FADTP	15FAH1800
Burundi	Reorganization and modernization of tax administration (TPA TTF Module 5)	2/3/2014	2/18/2014	Reorganization and Modernization of Tax Administration (TPA TTF)	Hiol, Nicolas	FADR2	14FAG7200
Burundi	Evaluate progress made by the authorities with implementation recommendations (TPA TTF)	3/24/2014	4/4/2014	Reorganization and Modernization of Tax Administration (TPA TTF)	De Santis, Yves Noel	FADR2	14FAG6300
Cape Verde	Short-term visit (TPA TTF Module 4)	4/29/2013	5/10/2013	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Calijuri, Monica Sionara Schpallier	FADR2	13FA79400
Cape Verde	Short-term expert visit (TPA TTF Module 8)	4/30/2013	5/10/2013	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Pozenato, Erico	FADR2	13FA79500
Cape Verde	Short-term expert visit (TPA TTF Module 4)	6/10/2013	6/21/2013	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Tostes Neto, Jose B.	FADR2	14FA79900
Cape Verde	TPA TTF staff visit	7/24/2013	7/30/2013	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Pialarissi, Decio Rui	FADR2	14FA79600
Cape Verde	Short-term expert visit (TPA TTF Module 4)	9/23/2013	10/4/2013	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Tostes Neto, Jose B.	FADR2	14FA80200

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Cape Verde	Review the new law on small taxpayers and its implications for tax administration (TPA	1/20/2014	1/31/2014	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support	Santiago,Silas	FADTP	14FA79700
Cape Verde	Organization of taxpayers services	1/29/2014	2/12/2014	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support	Pialarissi,Decio Rui	FADR2	14FA80500
Cape Verde	Diagnostics and recommendations regarding their IT sytem (TPA TTF Module 8)	2/3/2014	2/14/2014	Cape Verde: TPA TTF Module 3 (Policy), Module 4 (Organization) and Module 8 (Support Functions)	Neves,Juliano Brito da Justa	FADR2	14FA80000
Cote D'Ivoire	Multi-module TPA-TTF: Launching of program to reinforce tax admin capacity to collect domestic taxes	11/5/2013	11/20/2013	Organization (Module 4) and Enforcement (Module 6)	Fossat,Patrick Yvan Gabriel	FADR2	14FAG6400
Cote D'Ivoire	Help tax admin. develop an action to set up a large taxpayer office (TPA TTF Module 4)	3/9/2014	3/22/2014	Organization (Module 4) and Enforcement (Module 6)	Evina Obam,Richard	FADR2	14FAG5400
Ethiopia	Staff Visit	9/23/2013	9/27/2013	Ethiopia: TPA TTF Tax Administration Enforcement (Module 6) and Tax Administration Integrity (Module 9)	Koukpaizan,Vincent de Paul Kocou	FADR2	14FAG6600
Ethiopia	Short-term expert visit (TPA TTF Module 6) Visit 1 of 2	9/24/2013	10/7/2013	Ethiopia: TPA TTF Tax Administration Enforcement (Module 6) and Tax Administration Integrity (Module 9)	Chooi,Annette	FADR2	14FAG5800
Ethiopia	Tax TPA TTF Multi-Module Follow-Up(Module 6)	4/15/2014	4/28/2014	Ethiopia: TPA TTF Tax Administration Enforcement (Module 6) and Tax Administration Integrity (Module 9)	Koukpaizan,Vincent de Paul Kocou	FADR2	14FAQ5100
Guinea-Bissau	Tax TPA TTF Multi-Module Follow-Up	4/30/2013	5/6/2013	Guinea Bissau: Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Pialarissi,Decio Rui	FADR2	13FAZW700
Liberia	TPA TTF (Mod 6) - STX visit 2/3	4/29/2013	5/8/2013	Liberia: Tax Administration Enforcement - Module 6 TPA TTF	Musumba Mwogeza,Joseph	FADR2	13FAR3200

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Liberia	STX visit 1/2 - TPA TTF (Mod 7)	5/22/2013	5/31/2013	Liberia: Taxpayer Services - Module 7 TPA TTF	Coolidge, Jacqueline Gunn	FADR2	14FAS0000
Liberia	STX visit 1/2 - TPA TTF (Mod 5) Core tax administration processes	7/10/2013	7/19/2013	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Komso, Andja	FADR2	14FAR9400
Liberia	STX visit 2/2 - TPA TTF (Mod 5)	7/10/2013	7/19/2013	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Chiverton, Watkins Craig	FADR2	14FAR9600
Liberia	STX visit 1/3 - TPA TTF (Mod 6)	7/29/2013	8/2/2013	Liberia: Tax Administration Enforcement - Module 6 TPA TTF	Aslett, Joshua Mills	FADR2	14FAR9700
Liberia	STX visit 2/3 - TPA TTF (Mod 6)	8/26/2013	9/6/2013	Liberia: Tax Administration Enforcement - Module 6 TPA TTF	Musumba Mwogeza, Joseph	FADR2	14FAR9800
Liberia	TPA TTF Research project lessons learned	9/19/2013	9/20/2013	TPA TTF -- Research TPA Program Outcomes, Lessons Learned	Crotty, John Joseph	FADR2	14FAR0201
Liberia	Improving computer assisted audit capacity in the LTD (TPA TTF Mod 6)	11/4/2013	11/15/2013	Liberia: Tax Administration Enforcement - Module 6 TPA TTF	Musumba Mwogeza, Joseph	FADR2	14FAR9900
Liberia	Establishing an implementation plan to transition the dept. of revenue (TPA TTF Multi-Module)	11/11/2013	11/22/2013	Liberia: Tax Administration Organization - Module 4 TPA TTF	Keene, Vnette Bernice Elizabeth	FADR2	14FAZY200
Liberia	Re-designing the future state of core tax admin. processes (TPA TTF Mod 5)	11/13/2013	12/3/2013	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Komso, Andja	FADR2	13FAR2800
Liberia	Improving registration database integrity & supporting the transition (TPA TTF Mod 5)	2/23/2014	3/14/2014	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Komso, Andja	FADR2	13FAR2900
Liberia	Complete computer assisted audit training to large tax division (TPA TTF Mod 6)	2/26/2014	3/14/2014	Liberia: Tax Administration Enforcement - Module 6 TPA TTF	Musumba Mwogeza, Joseph	FADR2	14FAS0100
Liberia	Reviewing progress to transition current DOR technical (TPA TTF Multi-Module)	2/26/2014	3/12/2014	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Keene, Vnette Bernice Elizabeth	FADR2	14FAZY300

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Liberia	Supporting organizational changes to the LRA (TPA TTF Mod 4)	4/29/2014	5/12/2014	Liberia: Tax Administration Organization - Module 4 TPA TTF	Kidd, Maureen Catherine	FADR2	13FAR2700
Liberia	Supporting implementation of the re-designed core processes (TPA TTF Mod 5)	4/30/2014	5/13/2014	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Komso, Andja	FADR2	13FAR3000
Liberia	Reviewing progress with transitioning reforms under the TTF to the new LRA	4/30/2014	5/13/2014	Liberia: Tax Administration Procedure Code and Core Processing Functions - Module 5 TPA TTF	Keene, Vinette Bernice Elizabeth	FADR2	14FAG6700
Mauritius	Regional seminar collaboratively run with the CATA (TPA-TTF Module-9 Integrity)	4/10/2014	4/17/2014	Cross-Country Project: Tax Administration Integrity (Module 9) Multi-Country Workshop	Masters, Andrew Robert Lovell	FADR2	14FAG3900
Senegal	STX visit 1/2 - TPA TTF (Mod 5)	7/15/2013	7/26/2013	Senegal: Tax Administration Procedures and Core Processes (Module 5 TPA TTF)	Soubrie, Alexandre	FADR2	14FAS0700
Senegal	Tax TPA TTF Multi-Module Follow-Up	7/15/2013	7/27/2013	Senegal: Tax Administration Procedures and Core Processes (Module 5 TPA TTF)	Fossat, Patrick Yvan Gabriel	FADR2	14FAZY600
Senegal	Tax Policy Module 3	8/28/2013	9/5/2013	Senegal: Tax Policy (Module 3 -- TPA TTF)	Petit, Patrick	FADTP	14FAA9600
Senegal	TPA TTF Research project lessons learned	9/16/2013	9/17/2013	TPA TTF -- Research TPA Program Outcomes, Lessons Learned	Crotty, John Joseph	FADR2	14FAR0202
Senegal	STX visit - TPA TTF (Mod 5)	12/9/2013	12/20/2013	Senegal: Tax Administration Procedures and Core Processes (Module 5 TPA TTF)	Soubrie, Alexandre	FADR2	14FAS0800
Senegal	STX visit - TPA TTF (Mod 6)	12/9/2013	12/20/2013	Senegal: Improving Enforcement Operations (Module 6 TPA TTF)	Chambas, Gerard	FADR2	14FAS0900

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Senegal	Help tax admin. control and manage tax arrears (TPA TTF Mod 6)	4/13/2014	4/26/2014	Senegal: Improving Enforcement Operations (Module 6 TPA TTF)	Chambas, Gerard	FADR2	14FAS1500
Senegal	TPA-TTF Module 1 Regional Workshop (WAEMU Regional Workshop)	4/30/2014	5/2/2014	WAEMU: TTF TPA - Module 1 (Revenue Strategy) and Module 3 (Policy)	Koukpaizan, Vincent de Paul Kocou	FADR2	14FAG4300
Swaziland	Determination of scope of work required to implement self-assessment	11/13/2013	11/26/2013	Swaziland: Tax Procedures and Core Processes (Module 5 TPA TTF)	Kidd, Maureen Catherine	FADR2	14FAS2100
Swaziland	Assess priorities, develop self-assessment implementation framework	11/27/2013	12/9/2013	Swaziland: Tax Procedures and Core Processes (Module 5 TPA TTF)	Masters, Andrew Robert Lovell	FADR2	14FAZY700
WAEMU: West African Eco/Monetary	Tax Policy	6/19/2013	7/3/2013	WAEMU: TTF TPA - Module 1 (Revenue Strategy) and Module 3 (Policy)	Mansour, Mario	FADTP	13FA71500
WAEMU: West African Eco/Monetary	Conference on tax coordination issues in West Africa (Module 3)	4/30/2014	5/2/2014	WAEMU: TTF TPA - Module 1 (Revenue Strategy) and Module 3 (Policy)	Mansour, Mario	FADTP	14FAU5000
<u>Asia & Pacific (APD)</u>							
Bangladesh	Transfer Pricing	8/18/2013	8/29/2013	Tax Policy (Module 3) and Enforcement (Module 6) TPA TTF	Dehan, Timothy	FADTP	13FAU2700
Myanmar, Union Of	Staff follow up visit	5/30/2013	6/6/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Cotton, Margaret	FADR1	14FAA1500

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Myanmar, Union Of	Tax administration 1/6	7/29/2013	8/9/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax	Minto,Andrew J.	FADR1	14FAA4100
Myanmar, Union Of	Staff follow up visit (BTB w/ Solomons Island 14FAI39)	9/3/2013	9/7/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax	Cotton,Margaret	FADR1	14FAA1600
Myanmar, Union Of	Tax administration 2/6 (btb MNG 14FAA50 & MMR 14FAA43)	10/7/2013	10/18/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Minto,Andrew J.	FADR1	14FAA4200
Myanmar, Union Of	IT strategy	11/4/2013	11/14/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Dark,Gregory	FADR1	14FAA4400
Myanmar, Union Of	Strategy development	11/11/2013	12/13/2013	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Minto,Andrew J.	FADR1	14FAA4300
Myanmar, Union Of	Strategy development	2/3/2014	2/21/2014	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Minto,Andrew J.	FADR1	14FAA4500
Myanmar, Union Of	Tax Administration Follow Up	2/5/2014	2/21/2014	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Cotton,Margaret	FADR1	14FAA0700
Myanmar, Union Of	Program TA in Tax Law Drafting (FAD TPA TFF)	2/17/2014	2/25/2014	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Waerzeggers,Christophe J.	LEGFFL F	14LEX5400
Myanmar, Union Of	Project Management and Governance	3/17/2014	4/30/2014	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Minto,Andrew J.	FADR1	14FAA4600
Myanmar, Union Of	Discuss Reform Options	3/21/2014	3/28/2014	Myanmar: Modernizing Tax Policy and Administration and Developing Tax Administration Reforms	Cotton,Margaret	FADR1	14FAY6200

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Nepal	Tax policy (TPA TTF Module 3)	4/29/2013	5/14/2013	Nepal: TPA TTF Module 3 (Tax Policy) and Module 6 (Enforcement and Compliance)	Nakayama,Kiyoshi	FADTP	12FAA7600
Nepal	Tax Administration follow up	1/22/2014	2/4/2014	Nepal: TPA TTF Module 3 (Tax Policy) and Module 6 (Enforcement and Compliance)	Duffus,Paul Michael	FADR1	14FA24000
Nepal	Compliance Procedures Development	4/28/2014	5/16/2014	Nepal: TPA TTF Module 3 (Tax Policy) and Module 6 (Enforcement and Compliance)	Lawrence,Dean Robert	FADR1	12FA33000
Nepal	Taxpayer Audit Procedures	4/28/2014	5/16/2014	Nepal: TPA TTF Module 3 (Tax Policy) and Module 6 (Enforcement and Compliance)	Duffus,Paul Michael	FADR1	14FAA4700
<u>Middle East & Central Asia (MCD)</u>							
Kyrgyz Republic	Staff Visit, expert installation	11/19/2013	11/23/2013	Kyrgyz Republic: Tax Administration Enforcement (Module 6 -- TPA TTF)	Aav,Enriko	FADR1	14FAT0400
Kyrgyz Republic	Improving the STS HQ structure and LTU operations	11/20/2013	12/10/2013	Kyrgyz Republic: Tax Administration Enforcement (Module 6 -- TPA TTF)	Russell,Robert Arthur	FADR1	14FAB1200
Kyrgyz Republic	Compliance management	1/8/2014	1/22/2014	Kyrgyz Republic: Tax Administration Enforcement (Module 6 -- TPA TTF)	Middleton,John	FADR1	14FAB1400
Mauritania	Tax Department Organization (Module 4 TPA TTF)	9/10/2013	9/30/2013	Mauritania: Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Lefebvre,Denis	FADR1	14FAC5100
Mauritania	Support Functions of the Tax Department (Module 8 TPA TTF)	9/10/2013	9/30/2013	Mauritania: TPA TTF Module 8 Support Functions of the Tax Department	Bazahica,Renilde	FADR1	14FAC5300
Mauritania	Tax Procedures (Module 5)	1/13/2014	2/1/2014	Mauritania: Tax Procedures and Core Processes(Module 5 -- TPA TTF)	Bazahica,Renilde	FADR1	14FAC5200
Mauritania	Provide advice to support the authorities with implementation (Module 5&6 TPA TTF)	1/13/2014	1/24/2014	TPA TTF Module 6 Enforcement	Penanje Nkepang,Philip	FADR1	14FAL7800

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Mauritania	Tax Procedures (Module 5)	1/28/2014	1/28/2014	Mauritania: Tax Procedures and Core Processes	Bazahica,Renilde	FADR2	14FAC5201
Mauritania	TPA TTF Module 4 and 5 Follow-Up Mission	4/16/2014	4/29/2014	Mauritania: Tax Procedures and Core Processes (Module 5 -- TPA TTF)	De Santis,Yves Noel	FADR1	14FA40900
West Bank And Gaza	continued work under Module 3 of TPA TTF (1 of 2 missions)	6/25/2013	7/8/2013	West Bank Gaza: Tax Policy (Module 3--TPA TTF)	Krelove,Russell Stephen	FADTP	14FAH0700
<u>Western Hemisphere (WHD)</u>							
Bolivia	TPA TTF Module 4 Tax Administration	4/22/2013	5/3/2013	Bolivia: TPA TTF Module 4--Tax Administration	Santiago,Silas	FADR2	13FAC1000
Bolivia	Staff Visit	7/11/2013	7/17/2013	Bolivia: TPA TTF Module 4--Tax Administration	Pialarissi,Decio Rui	FADR2	14FAD6000
Bolivia	TPA TTF on income tax issues	7/22/2013	8/3/2013	Bolivia: TPA TTF Module 4--Tax Administration	Fenochietto,Ricardo	FADTP	14FAH1000
Bolivia	TPA TTF Module 4 Tax Administration	7/29/2013	8/2/2013	Bolivia: TPA TTF Module 4--Tax Administration	Suarez,Walter Leonardo	FADR2	13FAC0900
Bolivia	Tax administration	2/9/2014	2/21/2014	Bolivia: TPA TTF Module 4--Tax Administration	Villalon,Victor Italo	FADR2	14FAC1600
Bolivia	Follow-up visit on Tax Expenditure and VAT gap estimate	2/9/2014	2/19/2014	Bolivia: TPA TTF Module 4--Tax Administration	Salim,Jose Antonio	FADTP	14FAX4600
Bolivia	Follow-up on Tax and Customs Administration	2/27/2014	3/11/2014	Bolivia: TPA TTF Module 4--Tax Administration	Pialarissi,Decio Rui	FADR2	14FA11000
Bolivia	Tax administration	4/14/2014	4/25/2014	Bolivia: TPA TTF Module 4--Tax Administration	Espinoza,Enrique Eduardo	FADR2	14FAC1700
Haiti	Corporate Income Tax mission	6/3/2013	6/6/2013	Haiti: Tax Policy -- (Module 3 -- TPA TTF)	Petit,Patrick	FADTP	14FAL9900
Haiti	Program TA in Fiscal Law (FAD TPA TTF)	6/4/2013	6/7/2013	Haiti: Tax Policy -- (Module 3 -- TPA TTF)	Waezegggers,Christophe J.	LEGFFLF	14LEX5000

<u>Country</u>	<u>Mission Purpose</u>	<u>Start DT</u>	<u>End DT</u>	<u>Project Title</u>	<u>Mission Head</u>	<u>Dept ID</u>	<u>Mission ID</u>
Haiti	Follow-up mission (TPA TTF)	6/17/2013	6/21/2013	Haiti : Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Koukpaizan,Vincen t de Paul Kocou	FADR2	14FAO2500
Haiti	Revenue Administration BTB 14FAO25	6/24/2013	7/5/2013	Haiti : Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Ramarozatovo,Ant hony Manamalala	FADR2	13FAC1200
Haiti	Tax administration1/2	9/9/2013	9/20/2013	Haiti : Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Ramarozatovo,Ant hony Manamalala	FADR2	14FAC1900
Haiti	TPA TTF project (continuing)	9/29/2013	10/4/2013	Haiti: Tax Policy -- (Module 3 -- TPA TTF)	Dumas,Daniel	FADTP	14FAH1300
Haiti	Follow-up on Tax Administration	2/16/2014	2/28/2014	Haiti : Reorganization of the Tax Department (Tax Organization - Module 4 TPA TTF)	Koukpaizan,Vincen t de Paul Kocou	FADR2	14FAU4100
Paraguay	Follow-up on Tax Administration	9/9/2013	9/24/2013	Paraguay: Strengthening Tax Procedures and Enforcement	Castro,Patricio Marcelo	FADR2	14FAD3500
Paraguay	Oversee progress with the implementation of the action plan to clean-up the taxpayers	9/9/2013	9/13/2013	Paraguay: Strengthening Tax Procedures and Enforcement	Rufail,Sergio Javier	FADR2	14FAD7200
Paraguay	Tax administration	12/2/2013	12/6/2013	Paraguay: Strengthening Tax Procedures and Enforcement	Rufail,Sergio Javier	FADR2	14FAD7300
Paraguay	To assist with the review and upgrade of the audit procedures for the LTO	2/17/2014	2/21/2014	Paraguay: Strengthening Tax Procedures and Enforcement	Rufail,Sergio Javier	FADR2	14FAD7400
Paraguay	Audit strategy, Large Taxpayers Audit	3/20/2014	4/2/2014	Paraguay: Strengthening Tax Procedures and Enforcement	Garcia Rios,Jose L.	FADR2	14FAD7500
Paraguay	Audit strategy, Large Taxpayers Audit	4/30/2014	5/11/2014	Paraguay: Strengthening Tax Procedures and Enforcement	Garcia Rios,Jose L.	FADR2	14FAX7900

Appendix 4. Results-Based Management (RBM) Initiative

An enhanced RBM focus is being implemented for the TPA TTF. The December 2013 SC meeting stressed the importance to improve the current assessment model used for the projects. As a result, over the past months, donors and IMF staff have been working collaboratively to advance the RBM initiative for the TPA TTF. Since January 2014, internal FAD work has been undertaken to propose a new RBM framework for the TPA TTF, in conjunction with a similar initiative for the Managing Natural Resource Wealth Topical Trust Fund (MNRW-TTF). Such work led to the elaboration of a specific note,¹¹ which was presented in the March 2014 RBM Workshop in Brussels. The workshop brought together several donors and staff from FAD (representing both the TPA and the MNRW Topical Trust Funds) and ICD, and provided an opportunity to exchange experiences and views regarding RBM.

As a result of this collaborative work, this report already incorporates key improvements that support an enhanced RBM framework. Specifically, the main changes introduced in this report are: (1) an enhanced narrative that discusses the results towards outcomes and the key risk categories (political support, management commitment, capacity, timeliness, sustainability, and others) behind each project; (2) the presentation of results by implementing a scoring system that can be aggregated by modules and projects (and, eventually, at the TPA TTF level in the future); (3) a graphical depiction of the quantitative scores of projects over time; (4) an improved Strategic Log Frame, which is based on concepts and indicators that have been clarified in relation to the previous version.

- **Scoring System.** Project managers now use a numerical scoring system of 0 (not started), 1 (not achieved), 2 (partially achieved), 3 (largely achieved), and 4 (fully achieved) to evaluate outcomes. The TPA TTF aggregated scores table (Table 5) and various charts show how the scores have evolved for each country module (Appendix 5). The module score is the weighted average of the scores given to each outcome within a given module (weighed by the relative importance of each outcome, according to the project manager's decision, or calculated as a simple average). The project score is the weighted average of the module scores, weighed by the budget allocated to each module. Hence, more expensive modules have a larger weight in calculating the project score than less expensive modules. Under this approach, module budgets are used as a proxy for TA intensity and relevance for attaining the project goals. When projects have modules that start at different points in time, it would be misleading to look at average project scores—as new modules start, they drag the overall project average down because they start at lower scores. To address this issue, it is better to aggregate scores across modules with the same starting date and to look at changes over time as a measure of progress (Table

¹¹ The note covered options for improving the reporting methodology and SLFs of the TPA TTF and MNRW-TTF to permit reporting at the overall TF level in a meaningful way.

5). The aggregation presented in Table 5 has been done on the back of a new list of standardized outcomes. The elaboration of the list proved challenging and needs to be further refined.

- **Risk Reporting Framework.** Project managers have to report on risks more explicitly now. As part of an enhanced narrative that describes the status of each project in terms of achievements and ongoing work, a new risk assessment has been introduced. This focuses on six standard risk dimensions: political support; management commitment; capacity; timeliness; sustainability; and other factors. While the assessment reflects the subjective view of each program manager, it provides a more explicit and transparent basis for further decisions.

The development of an RBM framework for the TPA TTF is ongoing, with very positive prospects as it is a building block for the IMF's RBM work. There is a broad consensus that RBM work undertaken in the context of the TPA and the MNRW TTFs is an opportunity to improve current planning, execution, and evaluation procedures of the overall TA work at the department.

Nevertheless, looking ahead challenges remain and the RBM model will face a long maturation process. At this initial phase, donors and IMF staff agreed to introduce changes that, even though improve considerably the report of results, are feasible to implement and are based on current information systems and templates. However, challenges remain and the implementation of a new RBM framework will take time, also involving more profound changes in the way project assessments are designed, made, captured, and analyzed. In particular, some challenges need to be addressed, such as: (1) reporting on the impacts at the top level (Strategic Log Frame); and (2) identifying the links between this top down approach and the improved bottom up methodology.

Appendix 5. Country Project Assessments

Bangladesh																	
APD	NOV-11 to OCT-14	MODULE: 3,6															
ACTIVITIES AND PROJECT MANAGERS																	
<p>Past 12 months: 1 STX visit</p> <p>Planned for next 12 months: 1 HQ mission and 1 staff visit</p> <p>Project Managers: Kiyoshi Nakayama, Christophe Waerzeggers, John Brondolo</p>																	
KEY RESULTS AND ONGOING WORK																	
<p>Over the course of the project, National Board of Revenue (NBR) reform focus has continued to be on the new VAT where progress has been made with the passage of a new VAT law (now awaiting enactment) and, during FY2014, the drafting of new VAT regulations that are now undergoing public consultation. For the income tax side, the authorities are proceeding on their own with the amendment to and development of new laws. For transfer pricing, TA support provided advice on development a taxpayer database and work on this is ongoing. In February 2014, NBR issued an internal order to establish a Transfer Pricing Cell (TPC), but staff have not yet been appointed. Following a change of NBR counterpart, discussions are underway on to how to resume TA during 2014.</p>																	
RISK ASSESSMENT																	
<ul style="list-style-type: none"> • Political support: Generally present, but remote. Most tax reform progress is based around the IMF program benchmarks. For transfer pricing, leaders understand the necessity of transfer pricing rules since a UNDP report on illicit financial flows listed Bangladesh at the top of the list of LDCs suffering financial outflows. • Management commitment: Mixed. On tax policy, FAD advice has not been adopted for income tax amendments, but VAT advice is being followed. For transfer pricing, senior management is supportive and appointed a Member for transfer pricing with a stronger background in February 2014. However, transfer pricing is not regarded as a top priority as NBR needs to implement the new VAT. • Capacity: Limited. Many operational staff are older with limited capacity to take on modern working practices. For transfer pricing, the number of staff who understand how to apply transfer pricing rules has increased through 2 FAD training, but implementation of the rules is relying on too few staff with little expertise. • Timeliness: Many reforms are behind schedule and progress is often slow. For transfer pricing, further delays in implementation would require another revision of the implementation timelines. • Sustainability: Staff rotation policies weaken reform progress and TA effectiveness as trained staff are likely to move on. • Other factors: For transfer pricing, budget for establishing and operating the TPC has not been secured. 																	
SCORE PROGRESS																	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;">Bangladesh: Project Scores</p> <table border="1" style="margin-top: 10px; width: 100%; border-collapse: collapse;"> <caption>Project Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module 3 Score</th> <th>Module 6 Score</th> </tr> </thead> <tbody> <tr> <td>2013 Mid</td> <td>2.0</td> <td>1.0</td> </tr> <tr> <td>2013 End</td> <td>2.0</td> <td>2.0</td> </tr> <tr> <td>2014 Mid</td> <td>2.0</td> <td>2.0</td> </tr> <tr> <td>2014 End</td> <td>1.8</td> <td>2.0</td> </tr> </tbody> </table> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 3: Tax/Revenue Code Adopted/Reformed VAT Regime (Law Designed/Reformed) Property Tax Regime (Law Designed/Reformed)</p> <p>Module 6: Transfer Pricing Audit Reinforced</p> </div> </div>			Time Period	Module 3 Score	Module 6 Score	2013 Mid	2.0	1.0	2013 End	2.0	2.0	2014 Mid	2.0	2.0	2014 End	1.8	2.0
Time Period	Module 3 Score	Module 6 Score															
2013 Mid	2.0	1.0															
2013 End	2.0	2.0															
2014 Mid	2.0	2.0															
2014 End	1.8	2.0															

Bolivia																		
WHD	FEB-12 to FEB-15	MODULE: 3,4,6																
ACTIVITIES AND PROJECT MANAGERS																		
<p>Past 12 months: 2 HQ missions, 1 Staff Visit, 4 STX Planned for next 12 months: 1 HQ mission, 1 Staff Visit , 2 STX Project Managers: Decio Pialarissi, Ricardo Fenochietto</p>																		
KEY RESULTS AND ONGOING WORK																		
<p>Following the authorities' request, the focus of the project has changed from the merger of tax and customs administration (not pursued any longer) to the strengthening of core activities (enforcement, in particular). Therefore, Module 4 has been downsized and Module 6 activated, following the Dec 13 SC endorsement. The tax policy component, endorsed in Jun 2013, continue as planned. Under Module 3, tax expenditures and VAT gap estimates have been implemented and advice on corporate and personal income taxation has been already partially implemented. Under Module 4, work on taxpayer services has been done and new options of internet service are now available. Improvements in the La Paz branch are under way to provide better taxpayer services. A current account system is being implemented. Under Module 6, three audit manuals for different economic sectors have been developed. Implementation of risk analysis to support audit is still a challenge. Training in audit procedures has been delivered in mining and the financial sector, but it is still necessary to improve audit/training for the natural gas sector.</p>																		
RISK ASSESSMENT																		
<ul style="list-style-type: none"> • Political Support: has been present, and Minister has supported IMF missions. • Management Commitment: strong commitment and drive for reforms. The tax policy unit has been upgraded into a full directorate and its head is committed to implement the reform program. • Capacity: average capacity at management level. The main problem is the lack of a sound HR policy. • Timeliness: Improvements in some core functions have been progressing well and are on track. • Sustainability: likelihood for sustained reforms is good. However, it is somewhat dependent on the implementation of robust HR policies. • Other factors: n/a 																		
SCORE PROGRESS																		
<p style="text-align: center;">Bolivia: Project Scores</p> <table border="1"> <caption>Bolivia: Project Scores Data</caption> <thead> <tr> <th>Module</th> <th>2013 End</th> <th>2014 Mid</th> <th>2014 End</th> </tr> </thead> <tbody> <tr> <td>Module 3</td> <td>1.0</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>Module 4</td> <td>1.0</td> <td>1.0</td> <td>1.5</td> </tr> <tr> <td>Module 6</td> <td>1.0</td> <td>1.0</td> <td>2.5</td> </tr> </tbody> </table>		Module	2013 End	2014 Mid	2014 End	Module 3	1.0	1.0	2.0	Module 4	1.0	1.0	1.5	Module 6	1.0	1.0	2.5	<p style="text-align: center;">Modules and Standardized Outcomes</p> <p>Module 3: Tax Expenditures Estimated Income Tax Regime Reformed (PIT) International Taxation/Transfer Pricing (Law & Rules Designed/Reformed)</p> <p>Module 4: Tax Administration Reorganized Along Functional Lines HQ Strengthened to Plan Operations With Clear Functional Competences Tax & Customs Administrations Integrated/Revenue Authority (Law/Organization) Tax & Customs Administrations Integrated/Revenue Authority (Procedures/IT) Tax & Customs Administrations Integrated/Revenue Authority (Staff)</p> <p>Module 6: Risk-Based Audit Selection Adopted/Improved Effective Audit Procedures Adopted/Improved</p>
Module	2013 End	2014 Mid	2014 End															
Module 3	1.0	1.0	2.0															
Module 4	1.0	1.0	1.5															
Module 6	1.0	1.0	2.5															

Burundi																	
AFR	MAY-13 to APR-16	MODULE: 3,4,5,6															
ACTIVITIES AND PROJECT MANAGERS																	
<p>Past 12 months: RA: 1 HQ mission and 3 STX visits; TP: 1 HQ mission. Planned for next 12 months: RA: 1 HQ mission and 3 STX visits; TP: 1 HQ mission. Project Managers: Gregoire Rota Graziosi, Yves De Santis, Christophe Waerzeggers</p>																	
KEY RESULTS AND ONGOING WORK																	
<p>Implementation of a three-year tax administration reform strategy, that was prepared with the assistance of the FAD, is on track and good reform progress is being made in many areas. The tax department of the Office Burundais des Recettes (OBR) is efficiently organized and appropriate segmentation principles have been implemented. The threshold for the large taxpayer office (LTO) has been adjusted thus effectively covering all large taxpayers and there is effective separation between the medium taxpayer office (MTO) and small taxpayer office (STO). The Program Monitoring Directorate (PMD) is also providing headquarters guidance and monitoring services to operational units. In the area of tax policy, an estimate of the tax expenditures was prepared and the excise tax regime reviewed. Going forward, there is need for the LTO and MTO to be further strengthened so they can fully administer all the taxpayers under their jurisdiction, i.e., including about 200 taxpayers that are not located in Bujumbura. Also the PMD needs to focus more intensely on managing the outcomes of the core tax administration functions while operations of the field offices need strengthening to achieve the desired outcomes, i.e., expansion of audit coverage and reduction in the volume of tax arrears. Also, there is need to drafting the proposed changes to the excise tax law, and a review of the mining tax code may be needed.</p>																	
RISK ASSESSMENT																	
<ul style="list-style-type: none"> • Political Support: has been present and the Ministry of Finance has supported IMF missions. • Management Commitment: is present but more decisive action is required to address the various challenges facing operational units such as lack of adequate staffing. • Capacity: very limited but could be enhanced at both the management and operational levels through couch and hands-on training. • Timeliness: lack of an integrated tax administration system will be a major drag. • Sustainability: The designation of a new Commissioner General of the OBR in June 2014, if well managed, will be a good indicator of the authorities' commitment to move further in implementing the reforms. 																	
SCORE PROGRESS																	
<p style="text-align: center;">Burundi: Project Scores</p> <table border="1"> <caption>Burundi: Project Scores Data</caption> <thead> <tr> <th>Module</th> <th>2014 Mid</th> <th>2014 End</th> </tr> </thead> <tbody> <tr> <td>Module 3</td> <td>1.0</td> <td>2.7</td> </tr> <tr> <td>Module 4</td> <td>1.0</td> <td>3.0</td> </tr> <tr> <td>Module 5</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>Module 6</td> <td>1.0</td> <td>2.0</td> </tr> </tbody> </table>		Module	2014 Mid	2014 End	Module 3	1.0	2.7	Module 4	1.0	3.0	Module 5	1.0	2.0	Module 6	1.0	2.0	<p>Modules and Standardized Outcomes</p> <p>Module 3: Tax Expenditures Streamlined/Reformed Excise Tax Regime (Law Designed/Reformed) Natural Resource Tax Regime (Law Designed/Reformed)</p> <p>Module 4: Tax Administration Reorganized Along Functional Lines Taxpayer Segmentation Implemented/Strengthened</p> <p>Module 5: Taxpayer Registration Policies Implemented/Strengthened Self-Assessment Introduced/Strengthened Tax Payments Made through Banks/Online Tools</p> <p>Module 6: Registration Requirements Adopted/Enforced Arrears Collection Management Improved Risk-Based Audit Selection Adopted/Improved Dispute Resolution Procedures Adopted/Improved</p>
Module	2014 Mid	2014 End															
Module 3	1.0	2.7															
Module 4	1.0	3.0															
Module 5	1.0	2.0															
Module 6	1.0	2.0															

Cape Verde																		
AFR	FEB-13 to JUN-15	MODULE: 3,4,8																
ACTIVITIES AND PROJECT MANAGERS																		
<p>Past 12 months: 1 HQ mission, 1 Staff Visit, 4 STX Planned for next 12 months: 1 HQ mission, 1 Staff Visit, 8 STX Project Managers: Russell Krelove, Decio Pialarissi</p>																		
KEY RESULTS AND ONGOING WORK																		
<p>The work has been progressing strongly. Under Module 3, three new codes were approved (General Tax Code, Tax Procedures Code, and a specific code on tax executions). Currently, the tax laws on personal and corporate income taxes are being discussed. A new small taxpayer regime was approved. Under Module 4, a new organizational structure was approved in 2013, creating the National Directorate for Revenue Collection. The process of hiring the new Director is ongoing. The LTO is now a part of the new structure and a suitable office space for its operations has been provided. Under Module 8, the 2014 annual plan was approved at end-2013 and performance indicators designed (however, not implemented yet). HR recruitment and retention rules have been prepared and a training plan designed. Training to the newly-hired employees is planned to be delivered by the end of June 2014. Regarding IT, specific recommendations have been delivered but staff is waiting for the authorities' reactions. The IT area has been assessed as very weak. The IT department, created in the new structure, is not operational yet.</p>																		
RISK ASSESSMENT																		
<ul style="list-style-type: none"> • Political Support: has been present. The Minister is enthusiastic about the TPA TTF and has responded quickly to recommendations. Political support has ensured that TPA TTF investments got traction. • Management Commitment: is strong, and closely linked to political support. • Capacity: good capacity at both management and technical levels. Main problem is the lack of resources, specifically well-trained staff (fifteen new auditors are being hired in 2014, though). • Timeliness: reform has been progressing well and is on track. • Sustainability: the likelihood for sustained reforms is considered high. • Other factors: politicians and authorities have good communication with the private sector and civil society. A level of trust exists, with productive dialogue, which is positive to support reforms. 																		
SCORE PROGRESS																		
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;">Cape Verde: Project Scores</p> <table border="1"> <caption>Cape Verde: Project Scores Data</caption> <thead> <tr> <th>Module</th> <th>2013 End</th> <th>2014 Mid</th> <th>2014 End</th> </tr> </thead> <tbody> <tr> <td>Module 3</td> <td>2.0</td> <td>2.7</td> <td>3.7</td> </tr> <tr> <td>Module 4</td> <td>2.3</td> <td>2.7</td> <td>3.0</td> </tr> <tr> <td>Module 8</td> <td>1.7</td> <td>2.3</td> <td>2.7</td> </tr> </tbody> </table> </div> <div style="width: 45%; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 3: Income Tax Regime Reformed VAT Regime Small Taxpayer Regime Designed/Reformed</p> <p>Module 4: HQ Strengthened to Plan Operations With Clear Functional Competences Organizational Structure Streamlined (HQ & Offices Network) LTO Strengthened (Organization, Procedures, Staff)</p> <p>Module 8: Strategic Plans Developed/Adopted HR Recruitment/Retention Improved Tax Administration IT Systems Strengthened</p> </div> </div>			Module	2013 End	2014 Mid	2014 End	Module 3	2.0	2.7	3.7	Module 4	2.3	2.7	3.0	Module 8	1.7	2.3	2.7
Module	2013 End	2014 Mid	2014 End															
Module 3	2.0	2.7	3.7															
Module 4	2.3	2.7	3.0															
Module 8	1.7	2.3	2.7															

Côte d'Ivoire								
AFR	SEP-13 to APR-16	MODULE: 4						
ACTIVITIES AND PROJECT MANAGERS								
<p>Past 12 months: 1 HQ mission and 1 STX visit. Planned for next 12 months: 1 HQ mission and 4 STX visits. Project Managers: Patrick Fossat</p>								
KEY RESULTS AND ONGOING WORK								
<p>The authorities launched a tax administration reform program in 2011, which was not based on FAD advice, and has been counterproductive. Indeed, the opening of 353 local offices and the priority given to property tax collection has resulted in multiple negative effects, including the multiplication of tax files and points of contact for the taxpayers; an increase of compliance costs; diverting staff from high tax potential offices (e.g., the LTO, and the Audit and Intelligence Divisions) and assigning them to the newly created local offices with low tax potential; and insufficient resources to computerize the new offices. A diagnostic mission under the TPA TTF (in October 2013) helped draw up a comprehensive action plan that effectively refocuses the tax administration reform agenda. At the end of the mission, the Minister of Finance endorsed the said action plan and issued two ministerial decrees, one setting up the large taxpayer office (LTO), and the other launching two pilot medium taxpayer offices (MTOs) in Abidjan.</p>								
RISK ASSESSMENT								
<ul style="list-style-type: none"> • Political Support: is strong and efficient. • Management Commitment: is strong. • Capacity: very good as there is abundance of skilled managers and technical staff. • Timeliness: the project is on track. • Sustainability: No comment at his stage of the project. 								
SCORE PROGRESS								
<p style="text-align: center;">Cote d'Ivoire: Project Scores</p> <table border="1"> <caption>Module 4 Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module Score</th> </tr> </thead> <tbody> <tr> <td>2014 Mid</td> <td>1</td> </tr> <tr> <td>2014 End</td> <td>2</td> </tr> </tbody> </table>		Time Period	Module Score	2014 Mid	1	2014 End	2	<p>Modules and Standardized Outcomes Module 4: Tax Administration Reorganized Along Functional Lines Organizational Structured Streamlined/Redesigned (HQ & Offices Network)</p>
Time Period	Module Score							
2014 Mid	1							
2014 End	2							

Cross-Country Project on Revenue Authorities												
AFR	APR-13 to APR-14	MODULE: 9										
ACTIVITIES AND PROJECT MANAGERS												
<p>Past 12 months: 2 workshops Planned for next 12 months: none Project Manager: Andrew Masters</p>												
KEY RESULTS AND ONGOING WORK												
<p>This project successfully delivered three workshops on RA governance. The first workshop was held in South Africa in April 2013 and was collaboratively arranged with the African Tax Administration Forum (ATAF). Chief executives and board chairpersons from 12 African countries participated (Botswana, Burundi, Ghana, the Gambia, Lesotho, Rwanda, Seychelles, South Sudan, Swaziland, Uganda, Zambia, and Zimbabwe). The second workshop was held in Mauritius in April 2014. It was collaboratively arranged with the Commonwealth Association of Tax Administrators (CATA), and included 15 RAs from Africa and Asia (Botswana, Burundi, Ghana, India, Kenya, Malaysia, Malawi, Maldives, Mauritius, Nigeria, Seychelles, Swaziland, Tanzania, Uganda, and Zambia). This workshop was a follow-up on the first and was more interactive, allowing for a greater sharing of country experiences. The final workshop, run alone by the IMF as a back-to-back activity, included 6 countries interested in establishing RAs (Cameroon, Comoros, Malta, Namibia, Papua New Guinea, and Togo) and was more instructive by nature. Participants noted that their overall knowledge of the topic increased significantly and participation during the workshops was excellent.</p>												
RISK ASSESSMENT												
<ul style="list-style-type: none"> • Political Support: n/a • Management Commitment: n/a • Capacity: Given the seniority of officials (high management level), capacity to absorb the knowledge was excellent. • Timeliness: Organizing three separate workshops in one year was a good way to time properly the content being transmitted; the opportunity to follow-up on the 2013 workshop was positive. • Sustainability: Some participants mentioned that the continuation of the workshops for existing RAs could be helpful as a basis for exchanging knowledge periodically. • Other factors: n/a 												
SCORE PROGRESS												
<p style="text-align: center;">Cross-Africa: Project Scores</p> <table border="1"> <caption>Module 9 Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module Score</th> </tr> </thead> <tbody> <tr> <td>2013 Mid</td> <td>1</td> </tr> <tr> <td>2013 End</td> <td>3</td> </tr> <tr> <td>2014 Mid</td> <td>3</td> </tr> <tr> <td>2014 End</td> <td>4</td> </tr> </tbody> </table>		Time Period	Module Score	2013 Mid	1	2013 End	3	2014 Mid	3	2014 End	4	<p>Modules and Standardized Outcomes Module 9: Good Governance Practices Adopted/Documented Good Governance Practices Strengthened/Shared</p>
Time Period	Module Score											
2013 Mid	1											
2013 End	3											
2014 Mid	3											
2014 End	4											

Ethiopia																	
AFR	JUN-12 to APR-15	MODULE: 5,6,7, 9															
ACTIVITIES AND PROJECT MANAGERS																	
<p>Past 12 months: 1 HQ mission, 1 staff visit, 1 STX visit. Planned for next 12 months: 2 HQ missions and 5 STX visits. Project Manager: Vincent Koukpaizan</p>																	
KEY RESULTS AND ONGOING WORK																	
<p>The authorities made a good start in implementing the Ethiopia Revenues and Customs Authority (ERCA)’s compliance enforcement and integrity programs based on a work plan that was developed with the support of the FAD. Main achievements so far include: identifying ten enterprise-level risks and assigning corporate responsibility for addressing the same; preparing a comprehensive compliance management and enforcement strategy that is being implemented; preparing a draft performance monitoring guide; and adopting a Fraud Control Plan. In the past one year, however, the ERCA has failed to maintain reform momentum, as a deleterious situation fueled by major allegations of corruption has shifted away management’s attention from reform priorities and derailed the reform agenda.</p>																	
RISK ASSESSMENT																	
<ul style="list-style-type: none"> • Political Support: strong the Director General of the ERCA is ranked at a Ministerial level and thus reports directly to the office of the Prime Minister. • Management Commitment: initially strong but faded following corruption allegations and the subsequent transitional period. The new management has expressed strong commitment to resume the implementation of the reform agenda. • Capacity: good, but growing attrition rates amongst staff and the difficulty in retaining high skilled staff presents a serious risk. • Timeliness: adequate as the reform program is embedded in the Ethiopian’s Growth and Transformation Plan which sets the stage for a comprehensive tax administration reform. • Sustainability: good as efforts being made on improving the image of the ERCA and service delivery provide a foundation for improving overall compliance. 																	
SCORE PROGRESS																	
<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <table border="1"> <caption>Ethiopia: Project Scores</caption> <thead> <tr> <th>Time Period</th> <th>Module 6 Score</th> <th>Module 9 Score</th> </tr> </thead> <tbody> <tr> <td>2013 Mid</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>2013 End</td> <td>1.7</td> <td>2.0</td> </tr> <tr> <td>2014 Mid</td> <td>1.7</td> <td>2.0</td> </tr> <tr> <td>2014 End</td> <td>1.7</td> <td>4.0</td> </tr> </tbody> </table> </div> <div style="flex: 1; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 5: Tax Procedure Code Created/Strengthened*</p> <p>Module 6: Risk-Based Compliance Management Adopted/Reinforced Compliance Enforcement Indicators Measured/Reported Audit Management/Capacity Strengthened</p> <p>Module 7: Taxpayer Service Strategy Developed/Adopted*</p> <p>Module 9: Fraud Control Plan Developed/Adopted</p> <p>*Not yet started</p> </div> </div>			Time Period	Module 6 Score	Module 9 Score	2013 Mid	1.0	2.0	2013 End	1.7	2.0	2014 Mid	1.7	2.0	2014 End	1.7	4.0
Time Period	Module 6 Score	Module 9 Score															
2013 Mid	1.0	2.0															
2013 End	1.7	2.0															
2014 Mid	1.7	2.0															
2014 End	1.7	4.0															

Guinea-Bissau																														
AFR	SEP-11 to AUG-14	MODULE: 1,4,5																												
ACTIVITIES AND PROJECT MANAGERS																														
<p>Past 12 months: None</p> <p>Planned for next 12 months: 1 HQ mission (if political situation stabilizes), 1 STX</p> <p>Project Manager: Decio Pialarissi</p>																														
KEY RESULTS AND ONGOING WORK																														
<p>The IMF interrupted TA to Guinea-Bissau following the military coup in April 2012. There was only one staff visit in April 2013 to discuss the situation with the authorities and attempt to resume activities. However, the situation did not improve in the remainder of 2013, and in October Staff received news that the military had intervened in the tax administration, including by taking charge of the tax collection. Staff contacted the tax authorities, who confirmed the situation. Against this background, no TA activity was registered in FY14. It seems that several reforms have stalled, and the project is coming to an end (June 2014) without progress. During the 2014 Spring Meetings, the authorities reaffirmed their interest in receiving TA. It was agreed that any TA activity would only resume after the normalization of the political situation. Elections were held on April 13, 2014 without a winner. The second round is scheduled for May 18.</p>																														
RISK ASSESSMENT																														
<ul style="list-style-type: none"> • Political Support: following the military coup, there has been no political environment for implementing revenue administration reforms in the country. • Management Commitment: the director of the tax administration expresses interest in receiving TA but there are no practical conditions yet to advance reforms. • Capacity: very limited. • Timeliness: reform stalled and project is off-track. • Sustainability: at this moment, evidence points out for limited sustainability of the overall reform, except for the possibility to sustain very specific outcomes that have been prioritized by the authorities (e.g. audit manual). Sustainability of the tax administration reform would be possible only after the stabilization of the political situation and should be based on a strong strategic planning. 																														
SCORE PROGRESS																														
<p style="text-align: center;">Guinea Bissau: Project Scores</p> <table border="1"> <caption>Guinea Bissau: Project Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module 1</th> <th>Module 4</th> <th>Module 5</th> </tr> </thead> <tbody> <tr> <td>2012 mid</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2012 End</td> <td>1.5</td> <td>2.3</td> <td>2.3</td> </tr> <tr> <td>2013 Mid</td> <td>1.0</td> <td>2.0</td> <td>1.2</td> </tr> <tr> <td>2013 End</td> <td>1.0</td> <td>2.0</td> <td>1.2</td> </tr> <tr> <td>2014 Mid</td> <td>1.0</td> <td>2.0</td> <td>1.2</td> </tr> <tr> <td>2014 End</td> <td>1.0</td> <td>2.0</td> <td>1.0</td> </tr> </tbody> </table>		Time Period	Module 1	Module 4	Module 5	2012 mid	1.0	1.0	1.0	2012 End	1.5	2.3	2.3	2013 Mid	1.0	2.0	1.2	2013 End	1.0	2.0	1.2	2014 Mid	1.0	2.0	1.2	2014 End	1.0	2.0	1.0	<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Modules and Standardized Outcomes</p> <p>Module 1: Tax Reform Strategic Plan Designed/Adopted Tax Reform Resources Mobilized</p> <p>Module 4: HQ Strengthened to Monitor Operations With Clear Functional Competences Organizational Structured Streamlined (HQ & Offices Network) LTO Designed/Adopted LTO Strengthened (Organization, Procedures, Staff)</p> <p>Module 5: Taxpayer Registration Policies Implemented/Strengthened TIN Adopted/Strengthened Self-Assessment Introduced/Strengthened Filing Compliance Improved</p> </div>
Time Period	Module 1	Module 4	Module 5																											
2012 mid	1.0	1.0	1.0																											
2012 End	1.5	2.3	2.3																											
2013 Mid	1.0	2.0	1.2																											
2013 End	1.0	2.0	1.2																											
2014 Mid	1.0	2.0	1.2																											
2014 End	1.0	2.0	1.0																											

Haiti																				
WHD	DEC-11 to NOV-15	MODULE: 3,4																		
ACTIVITIES AND PROJECT MANAGERS																				
<p>Past 12 months: RA: 1 HQ mission, 1 Staff visit and 2 STX visits; TP: 1 HQ mission and 1 Staff visit Planned for next 12 months: RA: 1 HQ mission and 3 STX missions; TP: 2 HQ missions Project Managers: Patrick Petit, Christophe Waerzeggers, Vincent Koukpaizan</p>																				
KEY RESULTS AND ONGOING WORK																				
<p>The program was strongly implemented until mid-2013 but progress since then has been slow. On tax policy, the tax policy unit is working well, but progress has been slowed by difficult access to data from tax and customs administrations. Progress in other areas (e.g., workgroup on the tax code) has stalled. VAT and tax expenditure studies were originally on track to be delivered by Dec 2013, but current prospects now look dim. Reform proposals for the CIT and PIT regimes are not expected before 2015. On tax administration, progress has been made on taxpayer segmentation (with a clear definition of three segments) and the strengthening of the LTO operations (cleaning the LTO's registry and improving large taxpayers' filing rate). However, there have been significant delays in deciding on the type of tax administration organization and in passing the enabling law. Further work is needed to restructure the tax department, including establishing a strong and function-based HQ, and streamlining the local office network.</p>																				
RISK ASSESSMENT																				
<ul style="list-style-type: none"> • Political Support: On tax policy, initially strong but then diluted. On tax administration, insufficient political support hampering the passing of the General Tax Directorate organization law. • Management Commitment: Always very strong at the tax policy unit but very weak for tax and customs departments. A new management team was appointed in March 2014 with the mandate to implement tax administration reforms. • Capacity: Low, at both management and technical levels, but with a few noticeable individual exceptions in tax policy. • Timeliness: Good for tax policy until Spring 2013, but since then with very significant delays. For tax administration, rebuilding a tax administration destroyed by the earthquake at a low capacity environment will demand a long time. But current delays will make this process even more challenging. • Sustainability: For tax policy, prospects would be good if a proper tax code was approved to "lock in" these reforms (but the work has stalled). For tax administration, it is a very challenging environment. • Other factors: Lack of control of the tax and customs departments by the MoF is a concern. Insufficient coordination of TA provided by several donors. Authorities requested a long-term advisor. 																				
SCORE PROGRESS																				
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;">Haiti: Project Scores</p> <table border="1"> <caption>Haiti: Project Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module 3 Score</th> <th>Module 4 Score</th> </tr> </thead> <tbody> <tr> <td>2012 End</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2013 Mid</td> <td>1.8</td> <td>1.8</td> </tr> <tr> <td>2013 End</td> <td>2.0</td> <td>3.0</td> </tr> <tr> <td>2014 Mid</td> <td>2.0</td> <td>3.0</td> </tr> <tr> <td>2014 End</td> <td>2.0</td> <td>2.8</td> </tr> </tbody> </table> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 3: Tax/Revenue Code Adopted/Reformed Tax Procedures Code Adopted/Reformed (Policy Input) Tax Policy Unit Created/Enhanced Tax Expenditures Streamlined/Reformed Income Tax Regime Reformed (CIT) Income Tax Regime Reformed (PIT) VAT Regime (Law Designed/Reformed)</p> <p>Module 4: HQ Strengthened to Plan/Monitor Operations With Clear Functional Competences Taxpayer Segmentation Defined Through Clear Criteria Taxpayer Segmentation Implemented/Strengthened</p> </div> </div>			Time Period	Module 3 Score	Module 4 Score	2012 End	1.0	1.0	2013 Mid	1.8	1.8	2013 End	2.0	3.0	2014 Mid	2.0	3.0	2014 End	2.0	2.8
Time Period	Module 3 Score	Module 4 Score																		
2012 End	1.0	1.0																		
2013 Mid	1.8	1.8																		
2013 End	2.0	3.0																		
2014 Mid	2.0	3.0																		
2014 End	2.0	2.8																		

Kyrgyz Republic																														
MCD	SEP-11 to AUG-14	MODULES: 3, 4, 6																												
ACTIVITIES AND PROJECT MANAGERS																														
<p>Past 12 months: TP: 1 HQ mission; RA: 1 staff visit and 2 STX visits Planned for next 12 months: RA: 1 staff visit and 3 STX visits (module 4) Project Managers: Enriko Aav, Victoria Perry, Selcuk Caner</p>																														
KEY RESULTS AND ONGOING WORK																														
<p>In the three years of the project to end FY2014, progress by the authorities has been disappointing. There have been some modest results in arrears management and in audit and compliance management, however, the impact and sustainability of these initiatives is rather unclear and there is little evidence that fundamental tax administration process modernization has taken place. In FY14, work under module 4 started to try to improve aspects of the HQ organization and strengthen capacity to develop and manage tax administration strategy and operations. FAD has urged the authorities to make more progress on strengthening the operations of the large taxpayer office. However, progress has not been made. Plans to work modules 7 and 8 did not get traction either. For module 3, the tax code was reviewed and advice provided on a medium-term tax policy strategy.</p>																														
RISK ASSESSMENT																														
<ul style="list-style-type: none"> • Political support: Support for substantive reforms has been weak with no signs of improving. • Management commitment: Low and with little sign this will change in near future. There is no strong drive to transform the STS, partly due to the practice of frequently changing the STS Chairmen. Combined with consequential changes in senior management, it has not been possible to develop and sustain a long-term reform plan. Initiatives are short-term in focus, and successive FAD missions and experts have had to deal with shifting priorities by management each time. • Capacity: Capacity to implement reforms is low and probably will not increase soon. Government is not providing resources to support reform implementation. While there are other TA providers, there is insufficient coordinated assistance to help the State Tax Service to carry through significant reforms. • Timeliness: Progress is slow and it is difficult to predict completion dates for activities as staff are diverted to routine revenue collection work. • Sustainability: The continual changes at the leadership level are having a negative impact on the sustainability of the reforms. • Other factors: 																														
SCORE PROGRESS																														
<p style="text-align: center;">Kyrgyz Republic: Project Scores</p> <table border="1"> <caption>Kyrgyz Republic: Project Scores</caption> <thead> <tr> <th>Time Period</th> <th>Module 3</th> <th>Module 4</th> <th>Module 6</th> </tr> </thead> <tbody> <tr> <td>2012 mid</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2012 End</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2013 Mid</td> <td>1.0</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>2013 End</td> <td>1.0</td> <td>1.0</td> <td>3.0</td> </tr> <tr> <td>2014 Mid</td> <td>1.0</td> <td>0.5</td> <td>3.0</td> </tr> <tr> <td>2014 End</td> <td>1.5</td> <td>1.0</td> <td>3.0</td> </tr> </tbody> </table>		Time Period	Module 3	Module 4	Module 6	2012 mid	1.0	1.0	1.0	2012 End	1.0	1.0	1.0	2013 Mid	1.0	1.0	2.0	2013 End	1.0	1.0	3.0	2014 Mid	1.0	0.5	3.0	2014 End	1.5	1.0	3.0	<p>Modules and Standardized Outcomes</p> <p>Module 3: Tax Policy Reform Strategy Designed Tax/Revenue Code Adopted/Reformed Revenue Forecasting Model Developed/Adopted</p> <p>Module 4: HQ Strengthened to Plan/Monitor Operations with Clear Functional Competences Organization Structure Streamlined/ Redesigned* LTO Strengthened</p> <p>Module 6: Arrears Collection Management Improved Effective Audit Procedures Adopted/Improved</p> <p>*Not started yet</p>
Time Period	Module 3	Module 4	Module 6																											
2012 mid	1.0	1.0	1.0																											
2012 End	1.0	1.0	1.0																											
2013 Mid	1.0	1.0	2.0																											
2013 End	1.0	1.0	3.0																											
2014 Mid	1.0	0.5	3.0																											
2014 End	1.5	1.0	3.0																											

Liberia

AFR AUG-11 to APR-16 MODULE: 3,4,5,6,7

ACTIVITIES AND PROJECT MANAGERS

Past 12 months: 3 HQ missions and 8 STX visits
Planned for next 12 months: 2 HQ missions, 1 staff visit, and 10 STX visits
Project Managers: Martin Grote, Christophe Waerzeggers, Vinette Keene

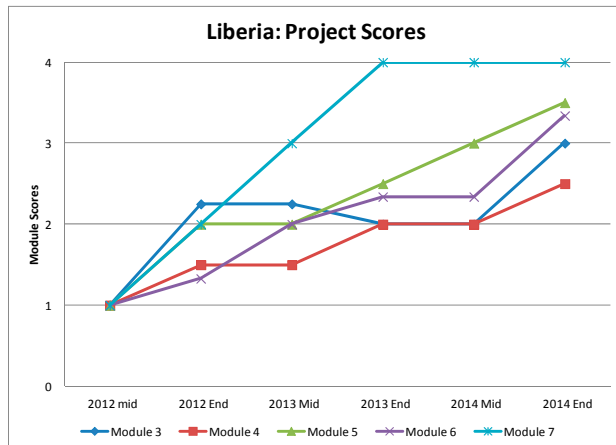
KEY RESULTS AND ONGOING WORK

Implementation of tax administration reforms is generally guided by an action plan that was developed in July 2011 which specifies the targeted interventions to achieve a range of fundamental improvements in core tax administration functions covered by the selected priority modules 4, 5, 6, and 7 (organization, tax administration procedures, enforcement and taxpayer services). Recent developments include: strengthening capacity of the design and monitoring headquarters function through appointment of staff and development of baseline performance indicators; supporting the drafting of the law establishing the Liberia Revenue Authority (LRA) and appointing a Commissioner General Designate of the LRA; supporting process re-engineering in-line with the new information technology (SIGTAS) system and improving taxpayer database integrity in SIGTAS; developing capacity in audit of the telecommunications sector and use of computer assisted audit techniques; supporting the setting up of a framework for the external appeals process; developing risk-based audit selection criteria, with a view to establishing an automated audit selection process; and setting up a Taxpayer Service Center and developing a comprehensive taxpayer service strategic plan. Through this work, the foundation has been laid to support continuing capacity building and operational improvements particularly given the upcoming launch of the LRA.

RISK ASSESSMENT

- **Political Support:** the Minister of Finance has expressed strong support and appreciation of the ongoing work to support the establishment of the LRA. General support for the TTF program is generally acceptable
- **Management Commitment:** is likely to remain strong as the newly appointed Commissioner General Designate of the LRA is reform oriented.
- **Capacity:** has been limited in the past at both management and working level. However, this should improve with the new recruits with the establishment of the LRA.
- **Timeliness:** not always kept on point as verbal commitments sometimes not followed up with tangible action and monitoring of results.
- **Sustainability:** considered good given the imminent launch of the LRA and thus a much stronger accountability framework.

SCORE PROGRESS



Modules and Standardized Outcomes

- Module 3:**
 Tax/Revenue Code Adopted/Reformed
 Tax Policy Unit Created/Enhanced
 Indirect Tax System (Law Designed/Reformed)
 Property Tax Regime (Law Designed/Reformed)
- Module 4:**
 Tax Administration Reorganized Along Functional Lines
- Module 5:**
 Administrative Procedures Harmonized across Taxes
 Taxpayer Registration Policies Implemented/Strengthened
- Module 6:**
 Risk-Based Audit Selection Adopted/Improved
 Dispute Resolution Procedures Adopted/Improved
 LTO Strengthened/Large Taxpayers Revenue Secured
- Module 7:**
 Taxpayer Service Strategy Developed/Adopted
 Taxpayer Service Center Created/Enhanced

Mauritania																																
MCD	JAN-12 to DEC-15	MODULES: 4, 5, 6, 8																														
ACTIVITIES AND PROJECT MANAGERS																																
<p>Past 12 months: 1 HQ mission and 4 STX visits Planned for next 12 months: 4 STX visits (module 6) Project Manager: Yves De Santis</p>																																
KEY RESULTS AND ONGOING WORK																																
<p>The <i>Direction Générale des Impôts</i>(DGI) has made good progress with main outcomes for modules 4, 5 and 8 achieved. Under module 4, significant progress has been made on organizational strengthening, including organizing HQ along functional lines and implementing taxpayer segmentation. TA has assisted the audit unit to develop a risk-based audit program. For module 5, self assessment is now largely applied and the number of taxpayers with a taxpayer identification number has increased 327 percent since 2012. A tax procedure code has been drafted but not yet approved; approval expected by July 2014. For module 6, an analysis of low compliance rates and weaknesses in audit and collection capacities has been completed. TA has advised on the performance of desk audits and better use of intelligence. A dedicated method to deal with non compliant behaviors and VAT management and a list of priority VAT refund claims have been proposed. Following analysis of tax arrears, an action plan to improve collections has been designed and guidance notes prepared on enforced collection methods and monitoring processes. For module 8, training is now being regularly delivered and new rules have been established to stabilize the specialized staff. A dedicated budget is secured to ease budget management. However, the 25 percent reduction in the 2014 DGI budget is cause for concern. A basic set of performance indicators has been implemented and the first delegation of powers granted.</p>																																
RISK ASSESSMENT																																
<ul style="list-style-type: none"> • Political support: Has been present, since the beginning of the project and is still very strong. • Management commitment: Largely present but needs to be strengthened in some areas at the head of the tax department to concretely implement the few TA recommendations still pending (validation of the tax procedure code and effective delegation of powers). • Capacity: Capacity exists to take on the TA advice but needs to be enhanced particularly in the field of audit, at the HQ level and from an operative point of view. • Timeliness: Would have like the validation of the tax procedure code approved faster. • Sustainability: More help from the Inspector General's office, especially in field of optimization of taxpayer segmentation, would be a good signal. 																																
SCORE PROGRESS																																
<table border="1"> <caption>Mauritania: Project Scores</caption> <thead> <tr> <th>Time Point</th> <th>Module 4</th> <th>Module 5</th> <th>Module 6</th> <th>Module 8</th> </tr> </thead> <tbody> <tr> <td>2012 End</td> <td>1</td> <td>1.5</td> <td>1</td> <td>1</td> </tr> <tr> <td>2013 Mid</td> <td>1</td> <td>1.5</td> <td>1</td> <td>1</td> </tr> <tr> <td>2013 End</td> <td>2</td> <td>2.5</td> <td>1</td> <td>2</td> </tr> <tr> <td>2014 Mid</td> <td>3</td> <td>3</td> <td>1</td> <td>4</td> </tr> <tr> <td>2014 End</td> <td>4</td> <td>4</td> <td>2</td> <td>4</td> </tr> </tbody> </table>		Time Point	Module 4	Module 5	Module 6	Module 8	2012 End	1	1.5	1	1	2013 Mid	1	1.5	1	1	2013 End	2	2.5	1	2	2014 Mid	3	3	1	4	2014 End	4	4	2	4	<p>Modules and Standardized Outcomes</p> <p>Module 4: Organization Structure Streamlined/ Redesigned Taxpayer Segmentation Implemented/ Strengthened</p> <p>Module 5: Tax Procedure Code Created/Strengthened Taxpayer Registration Policies Implemented/ Strengthened</p> <p>Module 6: Registration Requirements Adopted/Enforced Filing Compliance Improved/Enforced Tax Collection Procedures Implemented/ Strengthened: Risk-Based Audit Selection Adopted/Improved Dispute Resolution Procedures Adopted/ Strengthened</p> <p>Module 8: KPIs Effectively Used Staff Training Strengthened</p>
Time Point	Module 4	Module 5	Module 6	Module 8																												
2012 End	1	1.5	1	1																												
2013 Mid	1	1.5	1	1																												
2013 End	2	2.5	1	2																												
2014 Mid	3	3	1	4																												
2014 End	4	4	2	4																												

Myanmar																									
APD	OCT-13 to SEP-15	MODULE: 1,2,3,4,5																							
ACTIVITIES AND PROJECT MANAGERS																									
<p>Past 12 months: RA: 1 HQ mission, 3 staff visits and 6 STX visits Planned for next 12 months: RA: 1 HQ mission, 4 staff visits, 1 long term advisor and 8 STX visits; TP: 2 HQ missions and 2 STX visits. Project Managers: Margaret Cotton, Victoria Perry, Christophe Waerzeggers</p>																									
KEY RESULTS AND ONGOING WORK																									
<p>The IRD modernization program has expanded to include HQ reforms needed to support the establishment of an LTO. The focus of FAD support has evolved to a more strategic role supporting HQ design, functional strategies and reform program governance. Progress includes: MODULE 1: High level revenue administration modernization strategy has been agreed and is being finalized. Tax policy reform strategy still needs to be finalized with Government. MODULE 2: Tax Reform Project Management Unit has been staffed and work is underway to properly establish the program office and governance procedures. MODULE 3: The authorities have been receptive to the reform plan set out in the 2012 FAD tax policy report. However, they have moved slowly in adopting new measures resolving tax design problems. MODULE 4: IRD HQ needs to transition to a function based structure and include a design and monitoring unit and Modernization Unit. MODULE 5: Solid progress is being made with the establishment of the LTO but it was not fully operational by the April 2014 target date. FAD support for the LTO will focus on establishing strategies for the core functions.</p>																									
RISK ASSESSMENT																									
<ul style="list-style-type: none"> • Political support: There is good political support for the reforms. However, there is little comprehension of the scale of the reform program needed and what it entails. • Management commitment: Director General and two directors closest to reforms are strongly committed. The remainder of the senior management team is less aware of scope of reforms. • Capacity: Capacity to manage reforms is exceptionally low. Staff are enthusiastic but often overwhelmed. Concepts of modern tax administration, use of technology and modern management processes are new. Limited capacity to manage the extensive donor support. • Timeliness: Initial ambitious timelines have been relaxed due to capacity issues and the reform program timelines have been reviewed. Pace of reform should pick up once the resident advisors (IMF and OTA) are installed. • Sustainability: Too soon to comment. • Other factors: The need for continuous in-country support is essential and the FAD resident advisor should take up his position in May 2014. A US Treasury resident adviser is assisting the LTO and the World Bank may be asked for an ICT resident advisor. 																									
SCORE PROGRESS																									
<p>Myanmar: Project Scores</p> <table border="1"> <caption>Myanmar: Project Scores Data</caption> <thead> <tr> <th>Module</th> <th>2013 End</th> <th>2014 Mid</th> <th>2014 End</th> </tr> </thead> <tbody> <tr> <td>Module 1</td> <td>1.0</td> <td>2.0</td> <td>3.0</td> </tr> <tr> <td>Module 2</td> <td>1.0</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>Module 3</td> <td>1.0</td> <td>1.0</td> <td>1.2</td> </tr> <tr> <td>Module 4</td> <td>1.0</td> <td>1.0</td> <td>2.2</td> </tr> <tr> <td>Module 5</td> <td>1.0</td> <td>1.0</td> <td>1.4</td> </tr> </tbody> </table>	Module	2013 End	2014 Mid	2014 End	Module 1	1.0	2.0	3.0	Module 2	1.0	1.0	2.0	Module 3	1.0	1.0	1.2	Module 4	1.0	1.0	2.2	Module 5	1.0	1.0	1.4	<p>Modules and Standardized Outcomes</p> <p>Module 1: Tax Reform Strategic Plan Designed/Adopted Tax Reform Resources Mobilized</p> <p>Module 2: Reform Governance Instituted</p> <p>Module 3: Tax Policy Reform Strategy Designed and Implemented; Income Tax Regime Reformed (Enlarge base, improve equity, increase transparency, CIT, PIT); Indirect Tax System (Law Designed/Reformed); VAT Regime (Law Designed/Reformed); Excise Tax Regime (Law Designed/Reformed)</p> <p>Module 4: Tax Administration Reorganized Along Functional Lines; HQ Strengthened to Plan/Monitor Operations; Organization Structure Streamlined/Redesigned; LTO Designed/Adopted</p> <p>Module 5: Tax Procedure Code Created/Strengthened; TIN</p>
Module	2013 End	2014 Mid	2014 End																						
Module 1	1.0	2.0	3.0																						
Module 2	1.0	1.0	2.0																						
Module 3	1.0	1.0	1.2																						
Module 4	1.0	1.0	2.2																						
Module 5	1.0	1.0	1.4																						

Nepal																						
APD	OCT-12 to SEP-15	MODULES: 3, 5, 6																				
ACTIVITIES AND PROJECT MANAGERS																						
<p>Past 12 months: TP: 1 HQ mission; RA 1 HQ mission and 2 STX visits Planned for next 12 months: TP: 2 HQ missions; RA 1 HQ RA-GAP mission and 2 STX visits Project Managers: Kiyoshi Nakayama, Debra Adams</p>																						
KEY RESULTS AND ONGOING WORK																						
<p>The Nepal Inland Revenue Department (IRD) has made satisfactory progress with its reforms. In a year of political instability, IRD has not been able to move forward on organizational changes that would allow it to make major progress. TA has been focused on addressing non compliance. Progress includes development of a function-based headquarters organization structure and Medium Tax Office (awaiting approval), first analysis of taxpayer population by segment, first analysis of non-filer and arrears databases and implementation of pilot programs to address filing and payment non compliance. IRD has benefited from complementary TA funded by Japan. Concerns about VAT performance indicate that Nepal is a good candidate for an FAD Revenue Administration Gap Analysis Program. This Program would provide detailed estimates of the gap between current and potential VAT collection, identify underlying causes and provide a clearer focus for compliance improvement programs. Preliminary FAD tax policy mission has provided advice but further support was postponed due to unstable political situation and management changes. Government has decided to start a comprehensive tax reform program (recent change of government could affect timing).</p>																						
RISK ASSESSMENT																						
<ul style="list-style-type: none"> • Political support: Good but passive support from Ministry of Finance. Following elections, support of newly appointed Minister of Finance and Finance Secretary still developing. • Management commitment: Very strong from Director General. Personnel changes at Deputy DG level and weak governance mean IRD must better monitor progress. • Capacity: Limited, due to small number of staff at HQ and lack of design/monitoring function. Compliance improvement plans have had to be scaled back to run pilot exercises. • Timeliness: Pilot approach to compliance improvement and limited TA remaining mean full roll out of compliance improvements plans will not be possible in FY2015. • Sustainability: IRD has been able to sustain the reforms it implements. Although often the reforms do not implement full FAD recommendations, they are steps in the right direction. 																						
SCORE PROGRESS																						
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;">Nepal: Project Scores</p> <table border="1"> <caption>Nepal: Project Scores Data</caption> <thead> <tr> <th>Module</th> <th>2013 Mid</th> <th>2013 End</th> <th>2014 Mid</th> <th>2014 End</th> </tr> </thead> <tbody> <tr> <td>Module 3</td> <td>1</td> <td>2.5</td> <td>2.5</td> <td>1</td> </tr> <tr> <td>Module 5</td> <td>1</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>Module 6</td> <td>1</td> <td>1</td> <td>1</td> <td>2</td> </tr> </tbody> </table> </div> <div style="width: 50%; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 3: Tax Policy Reform Strategy Designed Tax/Revenue Code Adopted/Reformed</p> <p>Module 5: Taxpayer Compliance Improved (Increased Revenue Collection)</p> <p>Module 6: Small Taxpayers Compliance Strengthened</p> </div> </div>			Module	2013 Mid	2013 End	2014 Mid	2014 End	Module 3	1	2.5	2.5	1	Module 5	1	2	2	2	Module 6	1	1	1	2
Module	2013 Mid	2013 End	2014 Mid	2014 End																		
Module 3	1	2.5	2.5	1																		
Module 5	1	2	2	2																		
Module 6	1	1	1	2																		

Paraguay											
WHD	SEP-13 to FEB-16	MODULE: 5,6									
ACTIVITIES AND PROJECT MANAGERS											
<p>Past 12 months: 1 HQ mission and 5 STX missions Planned for next 12 months: 1 HQ mission, 1 Staff visit and 8 STX visits Project Managers: Enrique Rojas</p>											
KEY RESULTS AND ONGOING WORK											
<p>Work has progressed under the new government's drive for reforms. Under Module 5, work has supported improvements on the taxpayer registry and the streamline of return processing and tax collection. The action plan for strengthening the registry and implementing collection through banks was approved in Feb 2014, and measures for the cleanup of the registry are under way (including through the removal of inactive taxpayers). Negotiations with banks have been initiated on the extension of the collection to all large and medium taxpayers. Under Module 6, the initial requirements for the new audit and collection enforcement strategies have started and will be followed up with missions in May, Jun, and Sep of 2014.</p>											
RISK ASSESSMENT											
<ul style="list-style-type: none"> • Political Support: Very good. The Minister of Finance is very supportive of the TPA TTF, and the Vice Minister of Taxation is the direct counterpart to the project and follows up closely the action plan. • Management Commitment: Strong, and closely linked to political support. Upon taking office, the government replaced about half of the management team, ensuring that all are reform oriented. • Capacity: Institutional capacity remains limited, particularly at the technical level, with few well-trained auditors. IT development capacity, as well as resources allocated to new developments, is also limited. • Timeliness: After the new government took office some delays were experienced while the management team was reorganized. Reforms are now progressing well and the project is on track; in fact, activities for Module 6, which were scheduled to start in June 2014, were brought forward by a few months. • Sustainability: Work under Module 5 (taxpayers' registry) has been progressing well and seem reasonably sustainable. Long term project sustainability will depend on a successful completion of the HR reform under way with support from the IDB (development of a new career system for Secretaría de Estado de Tributación staff). • Other factors: There is considerable support in the private sector for the reform agenda, particularly the HR reform and modernization of procedures. In addition to the project, resources from the IDB, the World Bank and the US Treasury seem sufficient to complete the reform effort in the medium term. 											
SCORE PROGRESS											
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center;">Paraguay: Project Scores</p> <table border="1"> <caption>Paraguay: Project Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module 5 Score</th> <th>Module 6 Score</th> </tr> </thead> <tbody> <tr> <td>2014 Mid</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2014 End</td> <td>2.3</td> <td>1.0</td> </tr> </tbody> </table> </div> <div style="width: 45%; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 5: Taxpayer Registration Policies Implemented/Strengthened Self-Assessment Introduced/Strengthened Tax Payments Made through Banks/Online Tools</p> <p>Module 6: Compliance Improvement Plan Implemented Arrears Collection Management Improved</p> </div> </div>			Time Period	Module 5 Score	Module 6 Score	2014 Mid	1.0	1.0	2014 End	2.3	1.0
Time Period	Module 5 Score	Module 6 Score									
2014 Mid	1.0	1.0									
2014 End	2.3	1.0									

Senegal																																					
AFR	DEC-11 to JUN-14	MODULE: 3,4,5,6																																			
ACTIVITIES AND PROJECT MANAGERS																																					
<p>Past 12 months: RA: 1 HQ mission and 2 STX visits; TP: 1 HQ mission. Planned for next 12 months: RA: 1 HQ mission; TP: None. Project Managers: Patrick Petit, Christophe Waerzeggers, Patrick Fossat</p>																																					
KEY RESULTS AND ONGOING WORK																																					
<p>TA in tax policy and administration has been utilized effectively by the authorities. In tax administration, a new function-based organizational structure, that is consistent with FAD recommendations, is being implemented. Taxpayer segmentation principles have been implemented, including the launch of an MTO in Dakar and the streamlining and merger of three small taxpayer offices in Dakar. The tax register has been cleansed and updated while new electronic procedures for returns filing and payment are currently being tested. Compliance enforcement is being improved through the introduction of risk-based audit approaches, improving audit capacity, and developing and implementing an action plan to control tax arrears. In the area of tax policy significant reform provisions have been adopted in December 2012, including simplifying the personal income tax and decreasing rates, eliminating most tax incentives outside the tax code, and making the VAT refund more efficient and transparent. More work, however, still lies ahead. It is anticipated that additional staff will soon be recruited and assigned to critical areas of tax administration. This will enable full implementation of the new organizational structures. Successful completion of the testing phase of the new e-procedures will also enable full deployment, to all large and medium taxpayers, by the end of 2014. Authorities are also contemplating a second round of targeted tax policy reforms in the areas of telecoms, banking and finance, as well as an additional round of simplification of various small taxes and fees.</p>																																					
RISK ASSESSMENT																																					
<ul style="list-style-type: none"> • Political Support: is very strong; a contract of performance was adopted between the tax department and the MoF to implement the program of reforms; the current minister of finance is the former head of the tax department; and the reform project is led by technocrats. • Management Commitment: is exceptionally strong, linked to political support. • Capacity: is good with technically competent managers and staff, but staff dedicated to tax functions is insufficient weak and should be increased particularly to increase the coverage of audit and to perform intelligence activity. • Timeliness: there have been delays in implementing new organizational structure due to limited staffing and in implementing policy reforms which led to implementation challenges. • Sustainability: good, although some more efforts will be necessary to increase the staff dedicated to audit and intelligence activity and to deliver training. Also the more than expected decrease in PIT may need to be reversed in future. 																																					
SCORE PROGRESS																																					
<p style="text-align: center;">Senegal: Project Scores</p> <table border="1"> <caption>Senegal: Project Scores Data</caption> <thead> <tr> <th>Time Point</th> <th>Module 3</th> <th>Module 4</th> <th>Module 5</th> <th>Module 6</th> </tr> </thead> <tbody> <tr> <td>2012 mid</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>2012 End</td> <td>2.5</td> <td>2.5</td> <td>1.5</td> <td>1.5</td> </tr> <tr> <td>2013 Mid</td> <td>3.0</td> <td>3.0</td> <td>3.0</td> <td>2.0</td> </tr> <tr> <td>2013 End</td> <td>3.5</td> <td>3.0</td> <td>3.0</td> <td>2.0</td> </tr> <tr> <td>2014 Mid</td> <td>3.5</td> <td>3.5</td> <td>3.0</td> <td>3.0</td> </tr> <tr> <td>2014 End</td> <td>3.5</td> <td>3.5</td> <td>3.0</td> <td>3.0</td> </tr> </tbody> </table>		Time Point	Module 3	Module 4	Module 5	Module 6	2012 mid	1.0	1.0	1.0	1.0	2012 End	2.5	2.5	1.5	1.5	2013 Mid	3.0	3.0	3.0	2.0	2013 End	3.5	3.0	3.0	2.0	2014 Mid	3.5	3.5	3.0	3.0	2014 End	3.5	3.5	3.0	3.0	<p>Modules and Standardized Outcomes</p> <p>Module 3: Tax Policy Reform Strategy Designed Tax/Revenue Code Adopted/Reformed Natural Resource Tax Regime (Law Designed/Reformed)</p> <p>Module 4: HQ Strengthened to Plan/Monitor Operations With Clear Functional Competences Taxpayer Segmentation Defined Through Clear Criteria Taxpayer Segmentation Implemented/Strengthened Tax Administration Responsible for Collection (From Treasury)</p> <p>Module 5: Taxpayer Registration Policies Implemented/Strengthened Tax Payments Made through Banks/Online Tools Data Exchange with Customs Implemented/Improved</p> <p>Module 6: Arrears Collection Management Improved Effective Audit Procedures Adopted/Improved</p>
Time Point	Module 3	Module 4	Module 5	Module 6																																	
2012 mid	1.0	1.0	1.0	1.0																																	
2012 End	2.5	2.5	1.5	1.5																																	
2013 Mid	3.0	3.0	3.0	2.0																																	
2013 End	3.5	3.0	3.0	2.0																																	
2014 Mid	3.5	3.5	3.0	3.0																																	
2014 End	3.5	3.5	3.0	3.0																																	

Swaziland																							
AFR	SEP-11 to APR-15	MODULE: 4,5																					
ACTIVITIES AND PROJECT MANAGERS																							
<p>Past 12 months: 1 HQ mission and 1 STX visit Planned for next 12 months: 1 HQ mission Project Managers: Andrew Masters</p>																							
KEY RESULTS AND ONGOING WORK																							
<p>The Swaziland Revenue Authority (SRA) is advancing towards introducing self-assessment, which was successfully adopted for all large corporate taxpayers in October 2013. Self-assessment is now to be rolled out to all income taxpayers in two phases. Phase II is to expand self-assessment to a larger group of taxpayers (all VAT-registered businesses and high net wealth individuals), to be implemented starting with returns submitted in Oct 2014. This will require additional focus in services and taxpayer education. Some work has commenced regarding the development of a risk model for audit selection but further TA is required. Training and redeployment of assessing staff is yet to begin. The Dec 2013 mission recommended deferring the decision to implement Phase III (all remaining income taxpayers) until all policy aspects have been analyzed, including a possible adoption of a presumptive regime for small taxpayers. Finally, regarding Module 4, as reported in December 2013, the program was fully completed with the targeted objectives met, namely and integrated and function-based tax administration, with a clear focus on taxpayer segmentation.</p>																							
RISK ASSESSMENT																							
<ul style="list-style-type: none"> • Political Support: medium risk given that the government experienced severe cash flow problems after the economic crisis. It appears that the public finances have stabilized but the volatility of revenues could place financial and political pressure upon the SRA. • Management Commitment: excellent, and all recommendations made under an earlier project have been adopted. It is not envisaged that this commitment level will change. • Capacity: is a problem as personnel with the appropriate levels of skill are not always present especially past the senior management level. • Timeliness: has not been a problem in the past in that recommendations made by FAD have been mostly implemented. • Sustainability: Work carried out under Module 4 (the integration of income tax and VAT) seems to be working well and now appears properly embedded. Module 5 should also be positive. 																							
SCORE PROGRESS																							
<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <table border="1"> <caption>Swaziland: Project Scores</caption> <thead> <tr> <th>Time Period</th> <th>Module 4 Score</th> <th>Module 5 Score</th> </tr> </thead> <tbody> <tr> <td>2012 mid</td> <td>1</td> <td></td> </tr> <tr> <td>2012 End</td> <td>1</td> <td></td> </tr> <tr> <td>2013 Mid</td> <td>3</td> <td></td> </tr> <tr> <td>2013 End</td> <td>4</td> <td></td> </tr> <tr> <td>2014 Mid</td> <td>4</td> <td></td> </tr> <tr> <td>2014 End</td> <td></td> <td>2</td> </tr> </tbody> </table> </div> <div style="flex: 1; border: 1px solid black; padding: 5px;"> <p>Modules and Standardized Outcomes</p> <p>Module 4: Tax Administration Reorganized Along Functional Lines Taxpayer Segmentation Defined Through Clear Criteria Indirect & Direct Tax Administrations Integrated (Law/Organization)</p> <p>Module 5: Self-Assessment Introduced/Strengthened Tax Returns Redesigned/Simplified Voluntary Compliance Measures Strengthened Risk-Based Audit Created/Strengthened</p> </div> </div>			Time Period	Module 4 Score	Module 5 Score	2012 mid	1		2012 End	1		2013 Mid	3		2013 End	4		2014 Mid	4		2014 End		2
Time Period	Module 4 Score	Module 5 Score																					
2012 mid	1																						
2012 End	1																						
2013 Mid	3																						
2013 End	4																						
2014 Mid	4																						
2014 End		2																					

WAEMU														
AFR	OCT-12 to APR-15	MODULE: 1,3												
ACTIVITIES AND PROJECT MANAGERS														
<p>Past 12 months: TP: 1 HQ mission and 1 Staff visit (Conference) Planned for next 12 months: TP: 1 HQ mission and 1 STX visit Project Managers: Vincent Koukpaizan, Mario Mansour</p>														
KEY RESULTS AND ONGOING WORK														
<p>The project is on track. The Commission has developed a good understanding of the weaknesses of the current tax coordination framework, and a series of proposals to address the issues have been designed. These include proposals on how to deal with tax competition among member states, on the establishment of a common regional framework for tax expenditures, and on the existent framework for the coordination of direct taxation. However, history shows that the member states may not be as committed as the Commission to achieve the outcomes, even though they all agree on the objectives. The main challenge is for the Commission to make proposals for discussion with the member states that have a good chance of being adopted. A regional seminar on the work done with the Commission was delivered in Dakar (April 30-May 2, 2014); it discussed the results so far achieved with member states. One of the benefits of the TPA TTF (not included as an outcome of the project) has been the publication by IMF staff of a paper on the WAEMU tax coordination framework (Tax Notes International, April 2014; and an earlier version in French in the <i>Revue d'Économie du Développement</i>, 2012/3, vol 26).</p>														
RISK ASSESSMENT														
<ul style="list-style-type: none"> • Political Support: Inapplicable. The WAEMU Commission does not have elected politicians; all high level officials (President and Commissioners) are appointed by member states. • Management Commitment: High. The WAEMU Commission is fully committed at the highest managerial level, and has worked to disseminate the results to member states. • Capacity: Medium. The Commission lacks resources in a number of areas (e.g. policy evaluation and analysis; surveillance of member states' policies), which hinder its capacity to play a strong leadership role in promoting regional policy solutions. • Timeliness: Good. Progress toward results is so far acceptable. • Sustainability: Unclear. It depends on how well member states will accept to consider (and eventually adopt) the proposals developed at the regional level. The regional seminar held in Dakar on WAEMU tax coordination (April 30-May 2) will help shed some light on this issue. • Other factors: None. 														
SCORE PROGRESS														
<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <table border="1"> <caption>WAEMU: Project Scores</caption> <thead> <tr> <th>Time Period</th> <th>Module 1 Score</th> <th>Module 3 Score</th> </tr> </thead> <tbody> <tr> <td>2013 End</td> <td>1</td> <td>1</td> </tr> <tr> <td>2014 Mid</td> <td>4</td> <td>1.5</td> </tr> <tr> <td>2014 End</td> <td>4</td> <td>1.5</td> </tr> </tbody> </table> </div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-left: 10px;"> <p>Modules and Standardized Outcomes</p> <p>Module 1: Tax Reform Strategic Plan Designed/Adopted</p> <p>Module 3: Regional Taxation Directives (Reform Plan Implemented) Regional Taxation Directives (Capacity Improved) Regional Tax Expenditure Estimated/Streamlined</p> </div> </div>			Time Period	Module 1 Score	Module 3 Score	2013 End	1	1	2014 Mid	4	1.5	2014 End	4	1.5
Time Period	Module 1 Score	Module 3 Score												
2013 End	1	1												
2014 Mid	4	1.5												
2014 End	4	1.5												

West Bank Gaza												
MCD	SEP-11 to OCT-14	MODULE: 3										
ACTIVITIES AND PROJECT MANAGERS												
<p>Past 12 months: 1 HQ mission Planned for next 12 months: To be agreed Project Managers: Russell Krelove, Thomas Story</p>												
KEY RESULTS AND ONGOING WORK												
<p>A small mission assisted with the estimation of the revenue cost of existing tax incentives for investment, and provided further guidance on reforms to legislation. However, real progress has been slow; the Prime Minister and Minister of Finance have been replaced, and political considerations and negotiations on final status associated with the Kerry initiative have dominated the government's focus. In the second half of 2013, the new Minister of Finance appointed a special advisor for tax policy and revenue administration, who has produced two draft studies, one on policy toward encouraging investment including on tax incentives and a second on a Revenue System Reform Strategy for 2014–2016. FAD commented on these drafts, which broadly follow previous advice under Module 3, and stands ready to provide further assistance when requested. Subsequently, the Office of the Quartet representative produced a separate draft study on encouraging investment that was several respects ran counter to FAD recommendations. None of these reports has been finalized, to our knowledge.</p>												
RISK ASSESSMENT												
<ul style="list-style-type: none"> • Political Support: For personal and corporate income tax reform, while the government appreciates the need for comprehensive reform, short to medium term prospects remain dim due to an apparent lack of support by the public, reflected in large public demonstrations opposing reforms announced in 2012 and 2013. On tax incentives for investment, there persists a strong faction within government convinced of the necessity for very generous tax reliefs in order to attract any foreign investment into the West Bank. • Management Commitment: Management of MoF and of the tax administration is aware of the large revenue erosion arising from the current level of tax holidays outstanding. • Capacity: Capacity to administer a comprehensive income tax is weak; simplicity needs to be a medium term goal. The tax administration modules were canceled in 2012; however the authorities are making some progress on reform (not wholly consistent with the recommended FAD strategy), with assistance from other donors. • Timeliness: Revenue mobilization is a paramount concern. There is also concern arising from certain inequities in the current taxation of households. • Sustainability: All reform plans face high risk of interruption, due to political events and stresses arising from the occupation. 												
SCORE PROGRESS												
<p style="text-align: center;">West Bank & Gaza: Project Scores</p> <table border="1"> <caption>Module 3 Scores Data</caption> <thead> <tr> <th>Time Period</th> <th>Module 3 Score</th> </tr> </thead> <tbody> <tr> <td>2013 Mid</td> <td>1</td> </tr> <tr> <td>2013 End</td> <td>2</td> </tr> <tr> <td>2014 Mid</td> <td>2</td> </tr> <tr> <td>2014 End</td> <td>2</td> </tr> </tbody> </table>		Time Period	Module 3 Score	2013 Mid	1	2013 End	2	2014 Mid	2	2014 End	2	<p style="text-align: center;">Modules and Standardized Outcomes</p> <p>Module 3: Tax Policy Reform Strategy Implemented Income Tax Regime Reformed (Enlarge Base) Investment Regime (Law Designed /Reformed)</p>
Time Period	Module 3 Score											
2013 Mid	1											
2013 End	2											
2014 Mid	2											
2014 End	2											

Appendix 6. Progress Towards Strategic Log Frame Outcomes

Table A. Overall Indicator: Tax-to-GDP

	2007	2008	2009	2010	2011	2012	2013
TPA-TTF Average (18)	14.4	14.4	14.2	14.3	14.8	16.5	16.4
Bangladesh	7.7	8.3	8.1	8.4	9.3	9.7	9.6
Bolivia	27.8	28.5	26.9	26.3	28.9	31.8	34.9
Burundi	12.4	12.0	12.8	13.7	14.2	13.6	12.3
Cape Verde	21.7	22.0	18.9	19.0	20.0	17.9	17.6
Cote d'Ivoire	15.5	15.6	16.5	17.0	13.1	17.6	17.2
Ethiopia	10.2	9.7	8.7	11.4	11.7	11.6	10.1
Guinea Bissau	5.7	5.5	6.8	8.0	8.8	9.3	8.9
Haiti	9.6	10.4	10.8	11.5	12.6	12.7	11.9
Kyrgyz	18.7	19.1	17.9	17.9	18.5	20.6	20.8
Liberia	16.9	16.7	17.6	18.8	19.5	21.3	19.0
Mali	14.2	13.3	14.7	14.5	14.4	14.2	14.7
Mauritania	14.6	13.4	13.4	15.0	15.8	21.3	21.5
Myanmar	3.3	3.1	3.1	3.3	3.9	7.1	7.1
Nepal	9.9	10.6	11.8	13.0	12.5	13.2	15.1
Paraguay	11.4	11.8	13.0	13.1	13.8	13.6	13.8
Senegal	20.1	18.2	17.9	18.7	18.9	19.2	19.2
Swaziland	35.6	36.6	32.5	23.4	25.6	36.9	35.6
West Bank and Gaza	4.0	3.6	4.8	5.2	4.9	4.7	5.0

Source: IMF/WEO

Table B. Indicator 2.2: VAT Productivity

	2011	2012	2013
Bangladesh	0.19	0.20	0.23
Bolivia	0.50	0.54	0.52
Burundi	0.54	0.49	0.49
Cape Verde	0.50	0.57	0.57
Cote d'Ivoire	0.18	0.09	0.06
Ethiopia	0.17	0.13	0.13
Guinea Bissau	n.a	n.a	n.a
Haiti	n.a	n.a	n.a
Kyrgyz	0.35	0.35	0.65
Liberia	n.a	n.a	n.a
Mali	0.32	0.31	0.34
Mauritania	0.39	0.42	0.54
Myanmar	n.a	n.a	n.a
Nepal	0.31	0.36	0.35
Paraguay	0.63	0.70	0.62
Senegal	0.60	0.60	0.43
Swaziland	0.29	0.36	0.36
West Bank and Gaza	0.26	0.26	0.26

Source: USAID Collecting Taxes Database

Table C: Indicators 1.1, 2.1, and 3.3

Country	Indicator 1.1 (Reform Strategy)	Indicator 2.1 (Tax Expenditures)	Indicator 3.3 (Taxpayer Survey)
Bangladesh	Yes (only for VAT)	No	No
Bolivia	No	Yes	Yes
Burundi	Yes	No	No
Cape Verde	Yes	?	No
Cote d'Ivoire	No	No	Yes
Ethiopia	Yes (adopted) No (resourced)	No	No
Guinea Bissau	No	No	No
Haiti	Yes (adopted) No (resourced)	No	No
Kyrgyz Republic	Yes	No	Yes
Liberia	Yes	?	Yes
Mauritania	No	?	No
Myanmar	Yes (adopted) No (resourced)	No	No
Nepal	Yes	No	Yes
Paraguay	Yes	No	No
Senegal	Yes	Yes	No
Swaziland	Yes	No	No
WAEMU	No	Not applicable	Not applicable
West Bank Gaza	No	No	?

Source: TPA TTF project managers

Appendix 7. Key Lessons from the November 2013 TPA TTF Selective Review Study¹²

A November 2013 Review Study has evaluated the implementation of a number of TA projects that are supported by the TPA TTF. The study focused on the experiences of Liberia and Senegal, but also examined the delivery of module 4 (organization) in eight recipient countries. Key lessons from this review, which will also be used as background for the mid-year evaluation, are as follows:

- Country endorsement and adherence to a clear reform strategy are important, and leadership and ownership need to be sustained throughout the reform implementation phase to ensure success. This key lesson has also emerged from the current RBM exercise in which project managers evaluated the projects along standard risk categories (see Chapter IV). The strategic log frame reporting (Table 7) shows that many beneficiary countries do not have a comprehensive reform strategy that is approved at high level and appropriately resourced.
- Countries that need more ambitious reform programs also have less capacity to manage and absorb them. As a result, narrowly focused programs are easier to implement. A feasible strategy could be to implement reforms gradually, which could help to boost confidence and reform commitment.
- An unequivocal warning could be given to non-performers that funding may be reduced as a result of lack of progress. This would need to be complemented by a credible mechanism to transparently re-allocate funding from under-performing countries to new projects or strong performers.
- The current module structure may provide insufficient flexibility to respond to urgent and important requests that do not fit the structure (i.e., modules can become “silos”). This could be the case when TA activities cut across different modules or for TA requests on topics not covered by existent modules. Also, given the strong connection between tax and customs work, especially in integrated administrations, customs-related TA should not be excluded from the scope of the TPA TTF.

¹² *A Selective Review of Ongoing Projects of the Tax Policy and Administration Topical Trust Fund*, prepared by John Crotty (November 2013).

Appendix 8. Outreach Proposal

Further to discussions during the mid-year meeting of the Steering Committee of the TPA TTF, and the suggestions noted in paragraph 13 of the Minutes, the Fund proposes to undertake the following outreach activities **during Year Four and Five of the current phase of the TPA TTF**:

Information on IMF website

The TPA TTF pages on the imf.org website will include the following information - the program document, annual reports, booklet of success stories, technical notes and manuals and press releases.

Please see <http://www.imf.org/external/ns/cs.aspx?id=327>

Extra budgetary resources required – Staff time

Booklet of success stories

Booklets highlighting the success stories of the TPA TTF will be produced. The booklets will be prepared and produced both from a module perspective (cross-country experiences in a particular topic/module) and a country perspective (for example, taking a concluded project like Senegal and analyzing what went well, why, etc). It is expected that each success story would be one page in length, and include pictures and quotes from senior officials of the beneficiary country. The success stories chosen will be through a consultative process involving the Area Department, Fiscal Affairs, Department, Institute for Capacity Development and the beneficiary country.

Hard copies of this booklet (name to be decided) will be distributed widely to RTAC offices, beneficiary countries and donors

Extra budgetary resources required – Staff time. Information for success story will be obtained during normal delivery of technical assistance. The printing cost will be covered by usual TTF printing budget. The cost of purchasing the copyrights to pictures - **\$2,000**

Presentations by IMF to various groups in donor countries

This event will be associated with the host country of the TPA TTF Steering Committee meetings. Staff will use the opportunity of travelling to donor countries for SC meetings to meet with various groups for periods of up to one hour to discuss the success of the TPA TTF. These meetings will be organized by the donor and will be based on demand in donor countries.

Extra budgetary resources required – Staff time. Additional travel cost for extra days stay - **\$20,000**

IMF/World Bank Spring and Annual meetings

Printed materials on the TPA TTF – program document, booklet of success stories - will be made available for distribution during the IMF/World Bank Spring and Annual meetings. Efforts will also be made to know the themes of the various seminars organized during these meetings. If the opportunity arises, such as relevant topics, and request for speakers, personnel working on the TPA TTF will use the opportunity to showcase the work and success of the TPA TTF.

Extra budgetary resources required – Staff time.

Video of TPA TTF success story

The main aim of the video is to give the message that beneficiary countries tax administration and tax policy continues to improve and transform as a result of tax administration and tax policy.

The storyline and transcript for the video will be a consultative effort involving several departments in the IMF - the relevant Area Department, Fiscal Affairs Department, Communications Department and the Institute for Capacity Development. The storyline would take into account the geopolitical and macroeconomic situation in the country, the technical assistance provided, the follow-up work done by the country to ensure that they are given credit in the video for implementing the technical assistance, and how the progress caused by the technical assistance provided has improved the lives of the citizens of the beneficiary country.

The best storylines will be chosen for the video. In the production of the video, a number of innovative ideas will be pursued in order to reduce cost. For example, using local resources to help produce a video (rather than paying for the travel costs of videographers) and exploring the use of social media (facebook, you tube and the like).

The audience for the video includes donors, recipient countries and other countries that may wish to benefit from the TPA TTF.

Extra budgetary resources required – Staff time. The cost of producing the video including travel by the videographers - **\$58,000**

Total proposed outreach budget - \$80,000