REVENUE MOBILIZATION THEMATIC FUND
FY21 ANNUAL REPORT

JUNE 18, 2021

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ACRONYMS

AFR	IMF's Africa Department
APD	IMF's Asia Pacific Department
BCP	Business Continuity Plan
CAR/F	Central African Republic
CD	Capacity Development
CEMAC	Central African Economic and Monetary Community
CIT	Corporate Income Tax
Congo DR	Democratic Republic of Congo
CRM	Compliance Risk Management
DGI	Division Générale des Impôts
DNRE	Direção Nacional de Receitas do Estado (of Cabo Verde)
DTD	Domestic Tax Department
EAC	East African Community
ESC	Evaluation Sub Committee
FAD	Fiscal Affairs Department (IMF)
FCDO	UK, Foreign, Commonwealth & Development Office
FTE	Full Time Equivalent
FY	Fiscal Year
GDP	Gross Domestic Product
HR	Human Resources
HNWI	High Net Wealth Individuals
HQ	Headquarters
ICD	Institute of Capacity Development (of the IMF)
IMF	International Monetary Fund
IN	Inception Report
IRC	Internal Revenue Commission (PNG)
ISOCA	International Survey on Customs Administration
ISORA	International Survey on Revenue Administration
IT	Information Technology
ITAS	Integrated Tax Administration System
KPI	Key Performance Indicators
LIDC	Low Income Developing Country
LLMIC	Low Income and Lower-Middle Income Country
LTO	Large Taxpayer Office
MCD	IMF's Middle East and Central Asia Department
MoF	Ministry of Finance (Ethiopia)
MoR	Ministry of Revenues (Ethiopia)
MTRS	Medium-term Revenue Strategy
PIT	Personal Income Tax
PNG	Papua New Guinea
RA-GAP	Revenue Administration Gap Analysis Program

RAGI	Revenue Administration Gender Initiative
RA-FIT	Revenue Administration Fiscal Information Tool
RBM	Result Based Management
RCDCs	Regional Capacity Development Centers
RFAx	Revenue Forecasting and Analysis (online training course)
RMTF	Revenue Mobilization Trust (Thematic) Fund
SC	Steering Committee
SDGs	Sustainable Development Goals
SSA	Sub Saharan Africa
ST&P	São Tomé and Príncipe
TADAT	Tax Administration Diagnostic Assessment Tool
TIN	Taxpayer Identification Number
TPA TF	Tax Policy and Administration Thematic Fund
TPC	Tax Procedure Code
TTO	Tax Transformation Office (UK FCDO, Ethiopia)
VAT	Value Added Tax
VITARA	Virtual Training to Advance Revenue Administration
WHD	IMF's Western Hemisphere Department

EXECUTIVE SUMMARY

The COVID 19 pandemic has impacted low-income developing counties (LIDCs) severely, the primary beneficiaries of the Revenue Mobilization Thematic Fund (RMTF). These countries are facing higher spending needs, generally lower levels of domestic resources, and higher debt levels. The pandemic is also making the ambitious Sustainable Development Goals (SDGs) timeline even more difficult to attain. Looking ahead, spending needs (and the necessary financing) are expected to remain high for vaccination and social safety net programs, in addition to financing requirements for pre- and post-pandemic development objectives. Critical issues for tax policy and revenue administration before the pandemic—tax capacity, digitalization, climate change, progressive taxation, gender, inequality, and international taxation—have all grown in importance in the context of COVID 19. Taxation issues will remain high on the policy agenda in the years to come reemphasizing the importance of the RMTF; thanks to our partners who have pledged a total envelope of US$ 82.1 million.

FY21 marked one full year of Capacity Development (CD) under COVID 19 pandemic conditions. To respond to the severe pandemic, LIDCs have had to implement bold fiscal measures to counter its impact. CD demand under the RMTF remained high with a focus on addressing the pandemic and highlighting the need for stronger tax systems. The RMTF project managers, in line with the IMF's Fiscal Affairs Department (FAD)'s guidance, took a multi-pronged approach by helping countries through *analytical work* and *direct CD delivery*. In the early months of the pandemic, reform priorities shifted and there were urgent requests for recommendations on immediate tax policy and revenue administration mitigation measures. FAD prepared and published several *special series fiscal notes* on responses to COVID-19 to disseminate fiscal guidance to IMF member countries.[1] These notes were used to provide tailored and granular advice to individual countries to meet both immediate needs, and medium-term planning to improve and sustain revenue growth to meet the growing expenditure needs and prepare for economic recovery.

FAD took steps to quickly accommodate countries' requests through regular and "on-demand" channels, including through the RMTF's COVID Response Fund, which was set up in March 2021. The pandemic required FAD to adapt its CD delivery to account for travel restrictions, limited availability of the authorities, and an extremely fluid and uncertain outlook. Flexibility of the RMTF was instrumental in providing timely demand-driven support to the authorities, and continuation of planned medium-term CD programs wherever possible. Overall, RMTF CD, in FTEs (full-time equivalent), increased from 26.6 in FY20 to 27.6 during FY21, with significant increases in Sub-Sahara Africa (AFR) and the Middle East and Central Asia (MCD). CD to Asia Pacific (APD) and Western Hemisphere (WHD) countries saw a decrease, in part due to challenges with CD delivery under COVID, including relating to time differences, but also country-specific issues. The number of milestones that came due during FY21 was about the same as in FY20 and the average rating remained broadly unchanged. Total expenditure in FY21 was US$ 10.4 million, compared to US$ 14.9 million in FY20, and representing about 66 percent of the overall budget. Overall, for the majority of RMTF countries, the long-standing relationships with country officials that have been built over many years through RMTF-funded medium-term CD activities were helpful during this period.

[1] See at: https://www.imf.org/en/Publications/SPROLLs/covid19-special-notes#fiscal

Substantial reform progress was made by RMTF-countries despite the uncertainty of the pandemic. For example:

- Reform management was emphasized and strengthened (e.g., Burkina Faso, Ethiopia, Ghana, Myanmar, and Sierra Leone).
- Improving compliance risk management (CRM) was a central focus of at least twelve RMTF-countries and reforms in taxpayer service and the core functions were realized in 16 RMTF-countries.
- Improvements were made to the value-added tax (VAT) system and management of VAT refunds in seven RMTF-countries and a focus on compliance and enforcement programs improved collections in the Democratic Republic of Congo by 18 percent and Uzbekistan achieved a 96 percent on-time filing for the large taxpayer segment.
- Some RMTF-countries focused on revenue mobilization through simpler and more transparent tax laws to improve compliance and broaden the tax base including the enactment of a package of revenue enhancing tax reforms and the introduction of VAT in Angola, the drafting of tax legislation in PNG, and implementation of new tax laws in Ethiopia and Myanmar.
- Over half of the RMTF-country authorities moved reforms forward on improving digital platforms as the need for electronic services and digital solutions were highlighted.
- Several RMTF-supported countries managed to maintain a focus on medium-term plans including preparing for, formulating, or implementing medium-term revenue strategies (MTRS), e.g., Benin Ethiopia, Liberia, Rwanda, Senegal, and Uzbekistan.

The Box below - "RMTF AT-A-Glance – June 2021" - Section II, and Appendix 2 of the report provide further details on CD focus and key results.

Despite the positive developments in some countries, the pandemic raised a range of challenges for CD delivery. Some countries were reluctant to receive remote CD, preferring to sit it out and wait for resumption of travel. Reform priorities of the beneficiary countries were also affected, with some turning their attention to address immediate staff safety and revenue administration issues, thus temporarily postponing longer-term institutional building efforts identified in the initial project design. The challenges of delivery across multiple time zones cannot be underestimated. With staff and experts located in multiple countries, there can be up to a 15-hour time difference with the CD recipient country which has its own complications. Even with proper scheduling, staff and/or team members are delivering CD late into the evening or very early in the morning hours. Mission timelines also tended to be spread out over longer periods, with interruptions in between activities. Weak technology infrastructures, which is the case in countries with the weakest institutional capacity, made it difficult at times to conduct CD activities, creating frustrations for both the country officials and our project managers. Interpersonal interactions were severely limited, making it more difficult to connect and determine if the delivery and the content of the CD is well received, especially in low capacity countries. Progress overall is slower. The length of CD engagements exceeded the typical two-week period because the "virtual work-day" is shorter as, understandably, it is more difficult to hold country official's attention span for many hours virtually.

On the positive side, country authorities eager to continue receiving CD advice were able to do so and made efforts to address any shortcomings. There has also been greater synergies between headquarters (HQ) teams, resident advisors in IMF regional CD centers (RCDCs), in-country advisors and IMF area department teams (thus greater integration of CD with surveillance and lending) and other CD providers. Project managers were also able to switch to CD delivery modes that lend themselves to working virtually, e.g., shorter but regular follow up CD activities and intensive us of webinars (including using pre-recorded material). Special topic webinars such as the series of four global VAT webinars, funded by the RMTF, that provided a platform for authorities to discuss the current role of VAT in revenue mobilization and learn from their peers. These webinars proved to be quite popular among country officials, attracting more than 500 active participants per event—the series will continue into FY 2022.

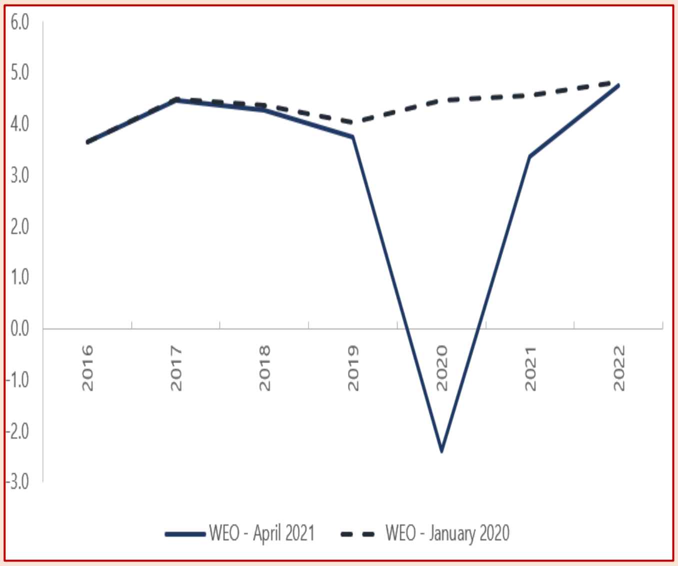
Online learning will help meet the growing demand for flexible CD modalities that was accentuated by the pandemic. Three online training courses supported by the RMTF have or are going live soon. In July 2021, the first training module—Strategic Management—for Virtual Training to Advance Revenue Administration (VITARA) will go live. A second module is in the pilot phase with several additional modules in production. The revenue forecasting and analysis course, that will provide hands-on learning to help students build foundational knowledge on the different quantitative models and techniques that can be used to forecast revenues and undertake tax policy analysis, will also go live in July 2021. In addition, the RA-GAP online training course, already live in English, will be rolled out in July 2021 to a broader audience, translated in French and Spanish.

FY22 is also expected to be a difficult year for many countries as access to vaccines in LIDCs is lagging. CD work is expected to remain in virtual mode for (at least) the initial months of the FY. Focus will remain on the recovery process and the medium-term, including formulation of MTRS in countries which wish to adopt this approach. A total of four FAD webinars (two each in AFR and APD countries), held between March and May 2021, focused on SDGs and the MTRS respectively, emphasizing, among other topics, the importance of revenue mobilization. Six projects are proposed in this report for either extension or a new focus and the proposed total multiyear workplan sought will amount US$ 79.7 million.

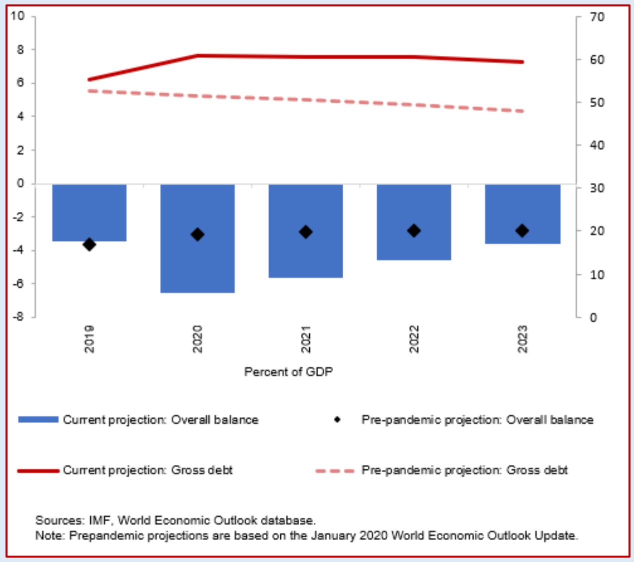
RMTF At-A-Glance – June 2021

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

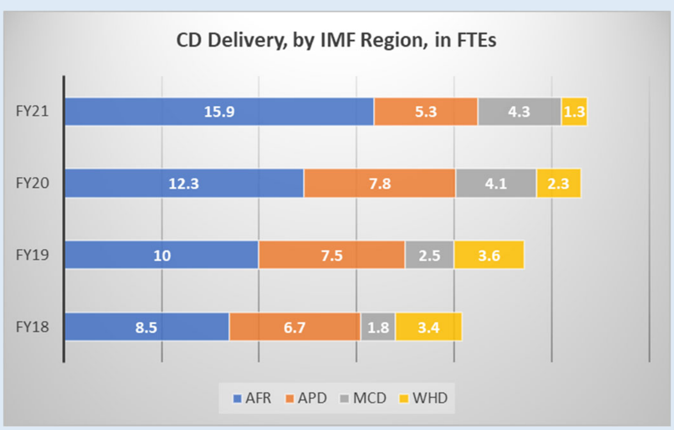
The COVID-19 pandemic impacted RMTF countries, with real GDP contracting sharply in 2020 and likely to take two years to get back to pre-pandemic forecasts...



Which adversely impacted the forecast of fiscal balances and public debt in RMTF-supported countries...



RMTF CD helped the beneficiary country address the challenges presented by the pandemic but was uneven several challenges....



Key reform milestones achieved...

- ✓ ***Completion of diagnostic assessments***—tax expenditure analysis in Pakistan; VAT gap study in Rwanda, and TADAT in Georgia.
- ✓ ***Implementation or drafting of new laws***—a Tax Administration law in Myanmar, revenue enhancing laws in Angola, and income tax laws (draft) in Myanmar and PNG.
- ✓ ***Preparation of business continuity plans and revenue safeguarding action plans***—several countries.
- ✓ ***Preparation and implementation of strategic plans***—five-year plans in Malawi and Mauritania.
- ✓ ***Progress toward preparing for, formulating, or implementing a MTRS***—Benin (formulation), Ethiopia (a mid-term plan completed), Rwanda (draft MTRS), Senegal (implementation), and Uzbekistan (preparing).
- ✓ ***Re-organization along functional lines***—Chad and Mauritania.
- ✓ ***Strengthening the headquarters function***—Uzbekistan.
- ✓ ***Building capacity in, and institutional frameworks for, data analytics***—Ghana, Sierra Leone, and Mongolia.
- ✓ ***Strengthened compliance risk management***—several countries.
- ✓ **Cleansing of the taxpayer registers**—Benin, Chad, Georgia, Mali, and Mauritania.
- ✓ ***Expanding e-procedures***—Benin, Cabo Verde, Georgia, Guinea Bissau, Mali, Paraguay, Rwanda, and Uzbekistan.
- ✓ ***Information technology modernization strategies and integrated tax administration systems implementation (ITAS) initiatives***—Ethiopia, Ghana, Myanmar, Sierra Leone, Sao Tome and Principe and Zimbabwe.

I. Introduction

1. This annual report to the Steering Committee (SC) of the Revenue Mobilization Thematic Fund (RMTF) outlines CD support and countries' reform progress from May 2020 to April 2021 (FY21). It builds on the mid-year report that was presented to the SC on December 13, 2020. In particular, it assesses operations of the work program and the key achievements and developments and reviews the RMTF's financial status and expenditures during the year.

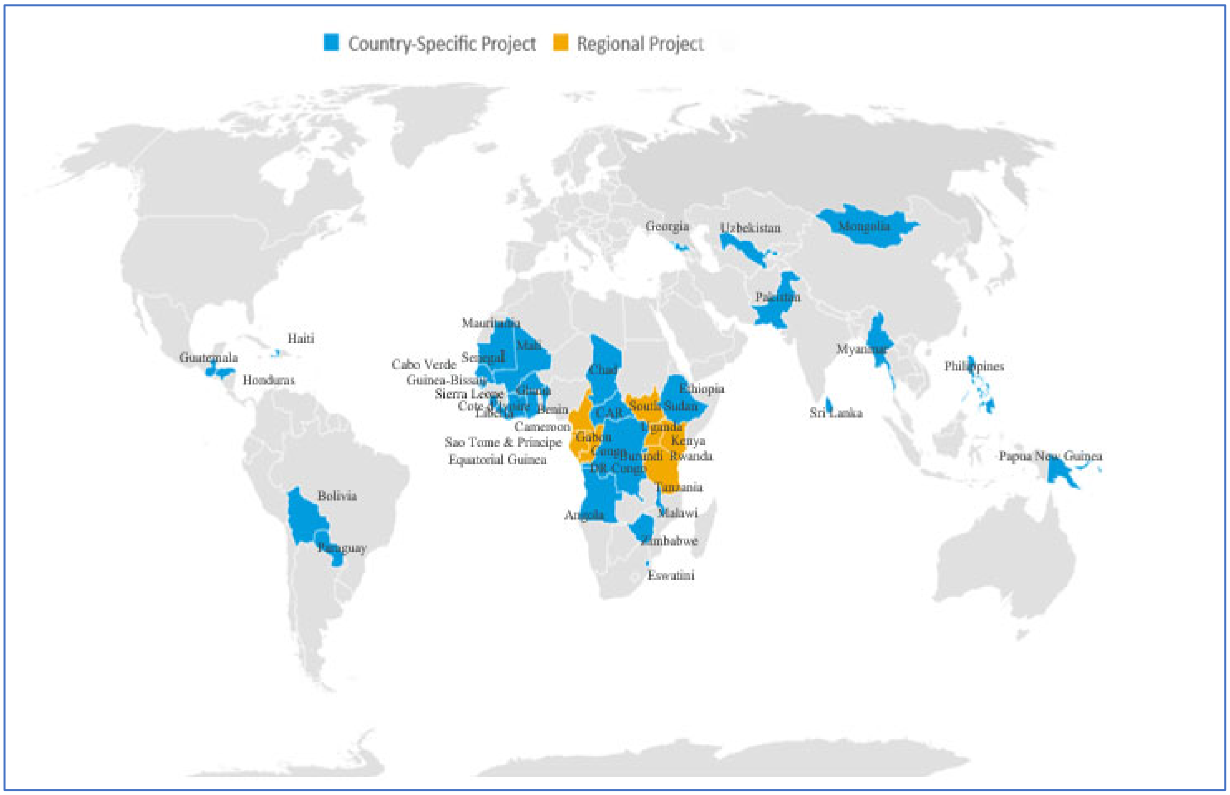
2. The RMTF portfolio during FY21 comprised of a total of 45 active CD projects. Table 1 below shows that the RMTF portfolio of active projects during FY21 stood at 45 active CD projects with up to 132 modules covering a variety of topics in tax policy and revenue administration. Thirty-four are country CD projects, two are regional CD projects, while nine focus on specific modules for training, diagnostic tools, and applied analytical work.

Table 1. Summary of RMTF Portfolio (active projects)

	Country/Region	Project Name	Modules	1	2	3	4	5	6	7	8	9
1	Angola	Revenue Administration	I, II, IV, V									
2	Benin	Advanced reform for Sustainable Compliance	II, IV, V									
3	Bolivia	Strengthening Tax Policy and Administration	I, II, IV, V									
4	Burkina Faso	Improving Revenue Administration	I, V									
5	Cabo Verde	Building Institutional Capacity in Tax Administration	I, V, VI									
6	Central African Republic	Tax Administration Reform	V									
7	Chad	Strengthening Revenue Administration	I, V									
8	Congo, DRC	Controlling Tax Expenditures and Streamlining Nuisance Taxes	II, V, VI									
9	Cote d'Ivoire	Tax Administration Reform	IV, V, VI									
10	Ethiopia	Foundational Reform for Sustainable Compliance	I, V									
11	Georgia	Revenue Administration Reform	I, III, IV, V									
12	Ghana	Advancing Revenue Reforms and Mobilization Program	I, III, IV, VI									
13	Guatemala	Strengthening Tax Policy and Administration	I, II, IV, V									
14	Guinea Bissau	Building Institutional Capacity in Tax Administration	I, IV, V, VI									
15	Haiti	Modernizing Tax System Through New Tax Code	II									
16	Honduras	Strengthening Revenue Administration	II, IV, V, VIII									
17	Liberia	Building Institutional Capacity in Tax Administration	I, II, IV, V, VI									
18	Malawi	Revenue Administration Project	I, V									
19	Mali	Strengthening Tax Administration	IV, V, VI									
20	Mauritania	Tax Administration Reform	IV, V									
21	Mongolia	Improving Tax Policy and Compliance Phase II	II, IV VI, IX									
22	Myanmar	Tax Policy and Administration Strengthening (suspended)	I, II, III, IV, V, VI									
23	Pakistan	Tax Policy Project	II									
24	Papua New Guinea	Revenue Mobilization: Medium-Term Revenue Strategy	I, II, III, IV, V, VI									
25	Paraguay	Revenue Administration Reform	IV, V, VII, VIII									
26	Philippines	CD on Tax Treaty Negotiations and Other International Taxation Areas	II									
27	Rwanda	Foundations for Sustainable Domestic Revenue Mobilization Capacity	II, III, IV, V, VI									
28	Sao Tome and Principe	VAT Administration Reform	I, II, III, IV, V									
29	Senegal	Launching and Supporting a Medium-term Revenue Strategy	II, III, V, VI									
30	Sierra Leone	Embracing Reform to Revenue Mobilization	I, III, IV, V									
31	Sri Lanka	Improving Taxpayer Compliance	II, IV, V, VI									
32	Swaziland	Tax Administration Strengthening Program	III, IV									
33	Uzbekistan	Tax System Reform	I, II, III, IV, V, VI									
34	Zimbabwe	Foundations for Sustainable Tax Compliance	I, V									
35	EAC	Tax Coordination and Tax Treaty Negotiation	II									
36	CEMAC	Enhancing DRM through Tax Harmonization Framework	II									
37	IMF	RA-FIT/ISORA: Data Gathering, Analysis and Dissemination	VIII									
38	IMF	Building Tax Policy Analysis and Revenue Forecasting Capacity	VIII									
39	IMF	Analytical Work: How-to Note on Tax Expenditures	IX									
40	IMF	Electronic Tax Administration Capacity Training (VITARA)	VII									
41	IMF	Autonomy in Revenue Administration	IX									
42	IMF	Building revenue administration capacity to manage international tax risks	IX									
43	IMF	VAT webinars	VII									
44	IMF	Translation of VGAPx online course	VII									
45	IMF	Gender and Revenue Administration	VII									
	Total modules	**Total modules**		21	21	10	23	29	15	6	3	4

3. The portfolio of active CD projects is distributed across a broad range of geographical regions: Africa (20 and accounting for about 60 percent of CD in FY21 (in FTEs)), Asia Pacific (5), Middle East and Central Asia (4), and Western Hemisphere (5). The two regionally focused CD projects are in Sub-Saharan Africa (SSA)—Central African Economic and Monetary Community (CEMAC) and East Africa Community (EAC).[2] A total of 14 active CD projects (i.e., 41 percent) are in countries currently classified by the IMF as fragile states.[3] Figure 1 shows regional coverage of the RMTF.

Figure 1. Geographical Distribution of the RMTF



4. Despite the COVID 19 pandemic, CD delivery in FY21 was slightly higher than in FY20—Figure 2. FAD staff maintained contact and provided support from HQ and via short-term and long-term expert assignments (STX and LTX)—Figure 3. (this while liaising closely with resident advisors in the Regional Capacity Development Centers, regional advisors, and in-country resident advisors, as well as Area Department country teams). Section II of the report highlights developments and progress in key areas according to the RMTF's main modules. Specific areas of assistance and results are also discussed and subsequently elaborated (by project) in the respective progress reports in Appendix 2.

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

[3] CAR, Congo DR, Chad, Cote d'Ivoire, Guinea Bissau, Haiti, Liberia, Malawi, Mali, Myanmar, PNG, ST&P, Sierra Leone, and Zimbabwe.

5. LTX (Resident Advisors) usage increased in FY21 and their engagement with the countries proved valuable (Figure 2 illustrates the increase in LTX usage year-on-year). The Resident Advisors were instrumental in helping the countries address emerging issues and maintain reform progress. In Chad, the Resident Advisor provided practical advice to implement the BCP and post COVID-19 revenue protection strategies and continued to support the ongoing reform program. As a result, the tax-to-GDP ratio in Chad is projected to increase from 8.1 percent in 2019 to 8.5 percent in 2020. In Senegal the LTX supported the implementation of the BCP and post-COVID-19 strategies including the adoption of the MTRS framework. And in Uzbekistan the Resident Advisor had daily consultations with the authorities to progress the tax administration reforms and delivered virtual workshops.

Figure 2. RMTF CD Delivery, FY 18-21

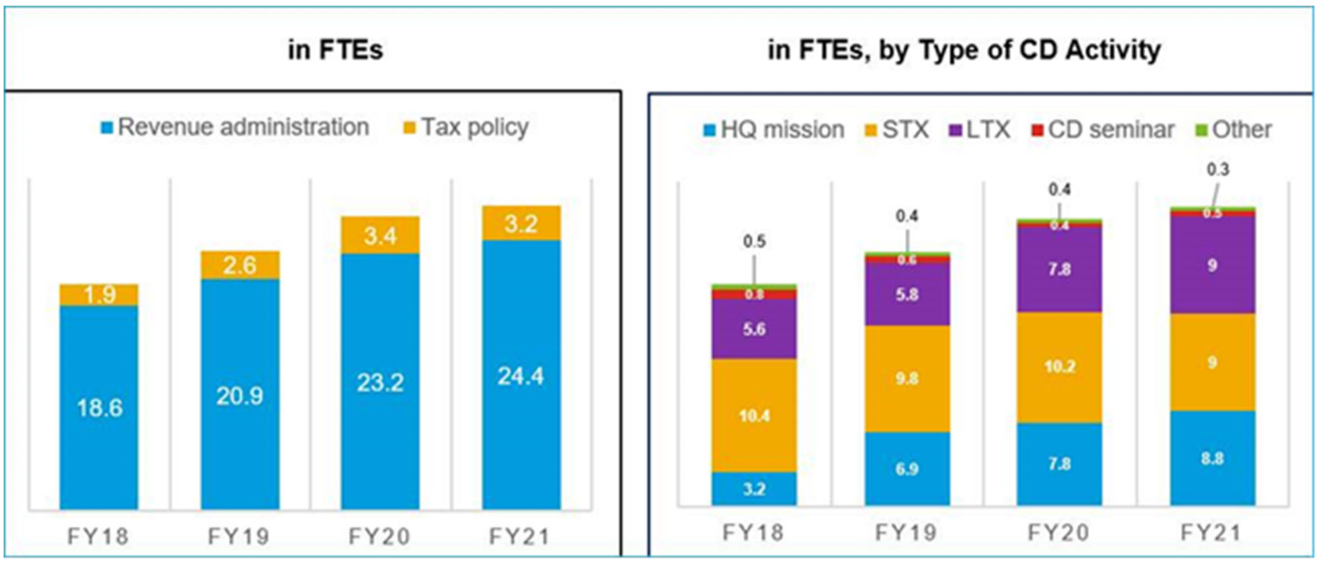


Figure 3. RMTF CD Delivery by IMF Regions

II. Developments and Outlook

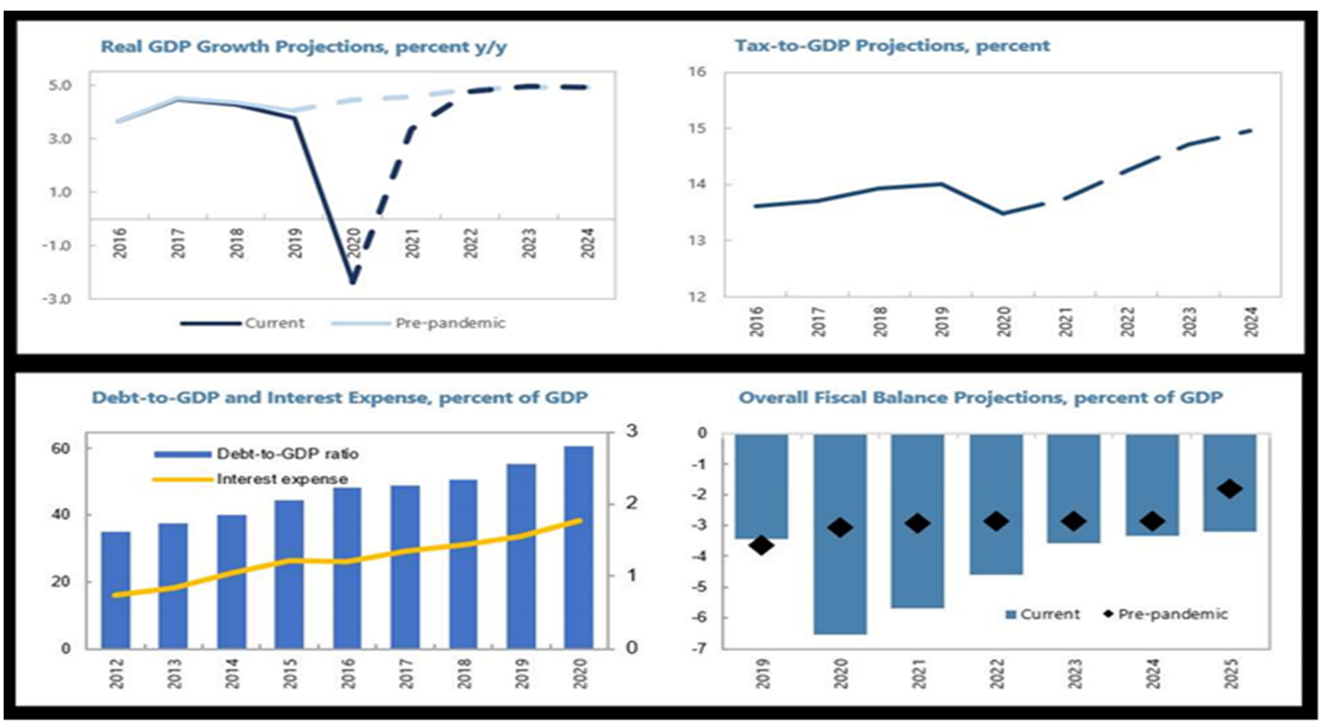
A. Impact of COVID-19 Pandemic

6. **The COVID pandemic has strained public finances across all LIDCs.** Government deficits and debt have risen to unprecedented levels, given the major fiscal support provided by countries, along with a sharp fall in revenues caused by contractions in output and a concurrent fall in commodity prices. In 2020, the average overall fiscal deficits of LIDCs as a share of GDP increased by 1.5 percentage points of GDP to reach reached 5.5 percent of GDP and the average public debt increased by 5 percentage points of GDP to reach 49.5 percent of GDP at the end of 2020.

7. **Data for RMTF beneficiary countries mirrors this economic trend**. A contraction in output of about 2 percent of GDP in 2020 saw a decline in average tax revenue and an increase in the average fiscal deficits (regarding the latter, from 3.5 percent of GDP in 2019 to 6.5 percent of GDP in 2020) and increase in average public debt (to a high of 60 percent of GDP)—See Figure 4.

8. **Overall, the pandemic is leaving most LIDCs with higher spending needs, limited domestic resources, and higher debt levels, making the ambitious SDG timeline even more difficult to achieve.** The poorest countries, including most RMTF beneficiary countries, will need to increase domestic revenues to ensure adequate access to vaccines, minimize the scarring effects of the pandemic, and restart progress towards the SDGs.

Figure 4. Impact of COVID-19 on RMTF-beneficiary Countries



Source: Staff calculation, WEO data

9. CD demand remained high with the impact of the pandemic highlighting the need for stronger tax systems. In the early months of the pandemic, reform priorities shifted and there were urgent requests for immediate recommendations on mitigation measures, either directly or through the area departments and country Resident Representatives of the IMF. The RMTF provided the means to share guidance through a series of guidance notes on COVID-19—6 on tax policy, 5 on revenue administration issues and 2 on legal issues pertaining to taxation. These were then used to provide tailored advice to individual countries to meet both immediate needs, e.g., business continuity and short-term relief to taxpayer while safeguarding revenue, and medium-term planning to improve and sustain revenue growth to meet the growing expenditure needs through the eventual recovery. As the pandemic continued, countries adjusted reform plans to consider medium-term reforms to provide sustainable revenues. Several RMTF-supported countries also maintained a focus on preparing for, formulating, or implementing MTRS, e.g., Benin, Ethiopia, Liberia, Rwanda, Senegal, and Uzbekistan.

10. As reform priorities continued to shift throughout the year, the RMTF provided flexibility to meet the CD demands. The RMTF provided the flexibility to introduce new milestone activities to meet the emerging demands and delay other milestone activities.[4] For example, new activities were added to design and support BCPs (e.g., Bolivia, Cabo Verde, Chad, Guatemala, Senegal, Mali, Mongolia) while downstream compliance and enforcement measures were halted or reduced and plans to strengthen audit capacity and collections were postponed (e.g., Ethiopia, Mongolia, Zimbabwe). In the case of Cabo Verde, for example, a new milestone on "COVID-19: Implementing a BCP and a Tax Recovery Plan" was introduced in its project log frame and delivered within the specified timeframe (October 2020). This work also involved development of digital tools to monitor tax compliance and revenue performance of the large taxpayers. The Mongolia project also included a new milestone on "designing and implementing a BCP" (which has been fully achieved). The focus on implementing the BCP and addressing COVID 19 issues in Mongolia resulted in delays in achieving some other milestones, in particular issuing the 2021 compliance improvement strategies (which were to have been approved by December 2020 but have been delayed until April 2021).

11. The beneficiary countries and IMF adapted to new modalities of CD delivery but at different paces. The pandemic required FAD to adapt its CD delivery to account for travel restrictions, limited availability of the authorities, and an extremely fluid and uncertain outlook. In this regard, CD delivery in FY21 shifted to fully remote/virtual missions and holding more continuous project-related discussions with country officials. However, at the beginning of the year, the full extent of the pandemic was unknown with some (staff and countries) hoping for quick resolution and resumption of business-as-usual conditions. This led to a reluctance or delay in the use of CD by some countries (and by some staff) in the first half of the year, with some preferring instead to 'wait it out' for on-site CD. However, with time, remote CD delivery modalities were improved, with learning on both sides, and increasingly accepted and sought after—most

[4] Subject to controls as laid out in the RMTF Operational Guidance Note.

countries fully utilized the modality in the second half of the year, including some that were initially reluctant such as Burkina Faso and Zimbabwe. There were, however, some challenges in using the remote/virtual modality for certain CD activities, such as international tax and treaty negotiations in the Philippines and the EAC. And there is no doubt that remote CD delivery continues to be a 'second best' compared to in-person delivery – although looking forward, FAD's CD delivery model will likely be based on a combination of the two modes.

12. The pandemic resulted in some positive innovations to FAD's CD delivery. Country authorities eager to continue receiving CD advice have been able to do so; there have been greater synergies between HQ teams, resident advisors in RCDCs, in-country advisors, and Area Department teams. The shift to remote delivery resulted in more continuous support from LTXs and HQ staff. The virtual setting also allowed for adjusting the duration of missions, which were not limited to the more normal two-week engagement, but could vary, depending on the needs of the authorities, complexity of the issue to be covered, or the need for additional meetings to take place (but this also meant that mission times could stretch to three weeks or more). The modality provided opportunities for other IMF staff, authority officials, officials from peer countries, and other partners to join meetings easily. The virtual setting also provided access to new experts who could focus on very specific issues e.g., developing an information technology (IT) electronic tax return filing and payment (minimum viable product) website integrated with banks and mobile money platforms in Guinea Bissau, mentoring a new Director of Strategic Partnerships in Ethiopia, developing a business plan to move to a high-integrity Taxpayer Identification Number (TIN) in Zimbabwe, etc. In addition, webinars and virtual training helped maintain dialogue with authorities while building capacity.

13. The pandemic highlighted the need for robust digital platforms and data to support tax administration and, more specifically, compliance. The availability of sufficiently skilled staff and functioning IT systems allows for full digital interaction with taxpayers and more efficient tax processes, while also supporting the business continuity of the tax administration when faced with situations such as the pandemic. It reduces the need for face-to-face interaction with taxpayers, supporting both safety and governance, and makes working arrangements more flexible and sustainable, e.g., to allow for work from home. CD demand in digitalization increased to support efforts to prepare IT strategies and implement new integrated tax administration systems (ITAS), as well as the use of data to support compliance strategies. Some form of CD in digitalization was delivered in over half of the RMTF-supported countries.

14. Remote/virtual CD delivery came with a new host of challenges. Delivering CD virtually has been easier when staff already had long-standing relationships with country authorities that were built over many years, with frequent face-to-face contact. Even in these cases, though, engagement can weaken over time without face-to-face contact. And building relationships with new authorities or same countries with new authorities– as governments or teams change – can be very difficult to achieve on-line. Countries with the weakest institutional capacity are often those with the worst connectivity. These weak technology infrastructures made it difficult at times to conduct CD activities. Interpersonal interactions are limited, making it more difficult to connect and determine if the delivery and the content of the CD are appropriate and effective, especially in low capacity countries. Progress overall is slower. There are more opportunities for scope creep, and it takes much longer to conclude missions. Overall, it is more difficult to evaluate the effectiveness of CD delivery in real time. The challenges of delivery across multiple time zones cannot be underestimated. With staff and experts located in multiple countries, there can be up to a 15-hour time difference with the CD country. Even with proper scheduling, staff and/or team members are delivering CD late into the evening or very early in the morning hours. This is especially relevant to countries in the Asia Pacific (APD) region. For example, IMF Staff located in Washington DC are 14 or 15 hours behind the authorities in Papa New Guinea (depending on daylight saving time). The virtual delivery has filled a gap but there is no doubt that communicating online is second best to interacting in-person. Both staff and country officials are experiencing virtual fatigue and there is a sense of diminishing returns in some areas of virtual CD, where an in-person visit could likely re-motivate the engagement quite quickly.

15. Following the experiences reflected above, remote advice can be expected to become a more prominent complementary CD delivery modality but not a replacement of in-country CD. Both the IMF and the beneficiary countries adopted, successfully, the new ways of working during the pandemic. While it is hoped that, during parts of FY22, travel resumes, allowing for face-to-face delivery, future CD will include some form of remote delivery.

16. Despite the pandemic, reforms progressed through CD delivery coordinated across the Fund and with development partners. As an example, Ethiopia adapted quickly to remote/virtual CD delivery. The staff visit planned to combine the tax policy and revenue administration measures into a medium-term revenue mobilization plan was converted into a virtual HQ mission. The authorities actively engaged with experts and took up advice provided in targeted areas. The already ongoing coordination and collaboration with development partners and colleagues in the Fund strengthened as we focused efforts using our relative strengths while capitalizing on the strengths of our partners for the benefit of progressing reforms. The remote/virtual delivery came with both benefits and challenges. Box 1 provides a glimpse into the CD delivery and coordination in Ethiopia with partners during the pandemic.

17. Low capacity and issues around absorption are aggravated during a pandemic. Finding innovative ways to continuously engage with the authorities and focusing CD activities on specific and the most pressing issues helped maintain focus on the most critical areas. Persistence is key, as is finding reform minded officials to work with; institution building takes many years for low capacity countries. The example of Mauritania in Box 2 shows a country with a large incomplete reform agenda but with good prospects for reform.

Box 1. CD Delivery and Coordination during COVID-19 in Ethiopiay

Background: COVID-19 exacerbated an already declining tax-to-GDP as it fell from 10 percent in 2018/19 to an estimated 9.3 percent in 2019/20. Amid the pandemic the government continued to provide fiscal support to mitigate the economic fallout and provided limited tax and taxpayer relief through policy and administration mitigation measures (e.g., limited exemptions, delayed filing, and payment due dates). While delayed by the pandemic, Ethiopia published its 10-Year Perspective Plan in December 2020 that includes ambitious goals to increase tax-to-GDP to 18.2 percent by 2029/30 to support SDGs. While there is in place an ongoing tax transformation program, the authorities are committed to further enhance domestic revenue mobilization through a medium-term revenue mobilization plan.

Medium-Term Revenue Plan: A remote/virtual HQ mission worked with the Ministries of Finance and Revenue (MoF and MoR) to develop tax policy and revenue administration measures that have the potential to increase tax-to-GDP by 7.2 percent at the mid-point of the 10-Year Development Plan. Due to poor internet connections and competing priorities in Ethiopia, the HQ mission was carried out in short sessions over a period of five months in 2020. After finalizing Ethiopia's 10-Year Development Plan, the Ministries are adjusting measures to enhance the Tax Transformation program and finalize their own medium-term plan which is delayed.

CD Delivery: CD delivery continued simultaneously in the MoR to finalize the IT Strategy and prepare the MoR for the procurement of a new ITAS through guidance and assistance on business process maps, business and technical specifications and procurement documents (request for proposal – RfP). Extensive assistance was provided to re-design the Strategic Partnership Directorate to better coordinate development partners' CD and other government partners. In addition, CD was provided to develop an implementation plan and ongoing guidance for the new excise tax law.

CD Modalities: Opportunities and challenges were encountered as IMF adjusted to remote/virtual delivery. The overall technological infrastructure in Ethiopia is very weak and at times not available. The 7 to 8-hour time difference for staff in Washington DC and multiple time zones for experts necessitated early morning meetings and long staff days. While the flexibility of extended time frames to deliver CD made it difficult to conclude the HQ mission, it was useful for expert CD delivery as peripatetic advice was provided throughout implementation (e.g., continuous review of business and technical specifications for ITAS). This modality also afforded opportunities to include other partners in meetings that may not normally be available (e.g., joint meetings with the authorities with the country team and the UK Foreign, Commonwealth and Development Office (FCDO)). However, the virtual environment made it difficult at times to keep the authorities engaged in the CD and some experts had to manage scope creep.

Coordination of CD Delivery:

Internally: The CD has been aligned to the overall IMF macro-economic program, with participation by country team staff in the MTRS mission as well as FAD staff in the policy mission. The RMTF CD is complemented by CD from AFRITAC East, with some joint and/or complementary deliveries.

Externally: With a large-scale program on the ground in Ethiopia, the FCDO has been a vital partner to progress reforms. With an embedded Tax Transformation Office (TTO), the FCDO has been able to assist the MoR implement plans and guidance provided by experts supported by the RMTF. This has worked especially well in preparations for the new ITAS and has provided on-the-ground support during COVID-19 when IMF could not travel to Ethiopia. In addition, the Tax Transformation program supported by the TTO was a base of ongoing reforms incorporated into the design of the medium-term revenue mobilization measures. IMF also closely coordinates CD with the World Bank.

Box 2. Mauritania – RMTF assisting to overcome challenges

Revenue administration reform has been a challenging process for the Mauritanian authorities. The tax administration (DGI) is working in a complex environment with limited resources and limited knowledge on international good practices in tax administration. Uptake of reform recommendations has traditionally been slow. Mauritania has also been hit hard by COVID-19, aggravating this situation, and hindering their roll-out. Audit coverage for large taxpayers has increased slightly but is still very low. At the onset of COVID-19, field audits were suspended and replaced with desk audits; field audits have still not resumed. While some progress in core functions has been made, the taxpayer register requires additional cleansing. Timely filing and payment compliance remain poor by international standards, particularly for the large and medium taxpayers.; the stock of debt is high and rising. E-fling has been introduced but is seldomly used. The manual filing and payment processes are cumbersome for taxpayers and include intervention by different units of the tax administration. However, staff presence in the offices has been limited for some months.

CD delivery through COVID-19: The internet infrastructure is strong, so technically moving to virtual missions was not a challenge for the authorities. The recent virtual mission started and ended within the planned period, with virtual meetings lasting four hours per day. Much of this success is attributed to the lead staff in the DGI who assisted and mentored colleagues with technical challenges and kept daily contact with the IMF mission lead. However, connecting with stakeholders outside of the DGI proved challenging. Meetings were often re-scheduled at the last minute due to connection issues.

Reform progress through COVID-19: Since 2017 reforms have progressed through the RMTF. Key results include enactment of a new General Tax Code and Tax Procedure Code, development of a new CRM framework and fully functional unit, introduction of performance measures to better understand compliance levels and increased filing and payment levels for large taxpayers. Reform implementation gained momentum with a new government in August 2019 and the appointment of a new Director General. Reform commitment is high, but the weak capacity of staff and the inadequacy of resources has delayed reform progress. This delay was exacerbated by COVID-19. It will take time for DGI staff to build knowledge and skills in the various operational areas and make material contributions to the new tax administration.

Post COVID-19: The DGI is currently transitioning to a new, functional structure in its aim to become a trusted, resilient, and modern tax administration. The proposed two-year RMTF project extension is designed to continue supporting efforts to realize RMTF objectives, including implementing a 'full' CRM framework and core tax processes that are 'fully' aligned with international good practices. The project will expand to focus on building a strong reform strategy, which will be guided by the results of a planned TADAT assessment. The extension will enable support to the authorities through the COVID-19 recovery and help them deliver key reforms.

18. As a complement to existing thematic funds, the IMF has established a new COVID-19 Rapid Response Project to provide flexibility to meet the on-demand needs of countries through the post-COVID-19 recovery phase. Approved through the lapse-of-time submission in March 2021, this new project re-purposes funding that was traditionally used for scoping missions to meet the increasing CD demands relative to COVID-19. It targets low income and lower middle-income countries (LLMICs) who do not or may not need a full RMTF program. However, it is envisaged that some of the on-demand CD will help inform reform agendas that will lead to a full RMTF program engagement. This project will also fund COVID-related analytical work. Box 3 provides further details on the project and its initial use of CD.

Box 3. COVID-19 Rapid Response Project

Purpose: Umbrella project to provide flexible and on-demand assistance to help countries address challenges through the post-COVID-19 recovery phase and to develop COVID-related analytical work.

Budget: USD $1M

Dates: March 24, 2021 to January 31, 2022 (approved through lapse-of-time submission)

Target Countries/Analytical Work: Low income and lower middle-income countries (LLMICs) without current RMTF projects and COVID-related analytical work.

Environment: Demand for CD is increasing to assist LLMICs who have been hit hard by the COVID-19 pandemic. While expenditure demands and debt increases, countries are being called on to address enduring issues related to equity, including gender equity, and climate change to support a "greener" recovery. Stepped up revenue mobilization has therefore become a central and critical theme to support the economic recovery while balancing important equity issues.

Benefit: Providing "one-off" on-demand CD can fill the gap for countries to meet immediate needs to mobilize revenue and to determine reform agendas for recovery into the medium-term. This may create a pipeline to prepare countries for full/regular medium-term RMTF engagement or may serve to stabilize the current situation without the need for more intense CD. Where possible, CD will also raise awareness of greening the recovery and diversity and inclusion in revenue administration reforms.

CD Delivery funded by this project: *Kenya – One-Off Mission*

Background: COVID-19 exacerbated an already declining tax-to-GDP that fell from 16.3 percent of tax-to-GDP in 2016 to 14.3 percent in 2019, and down to an estimated 13.4 percent in 2020, below the average of 14.1 percent for sub-Saharan Africa. Kenya has made recent strides through tax policy changes and stepped up revenue collections, but more is needed to meet the expenditure demands.

One-off CD Activity: To help Kenya diagnose the reasons for the sharp tax-to-GDP decline, IMF led a repeat Tax Administration Diagnostic Tool (TADAT) assessment in March 2021, with team members supported by multiple donors including: World Bank, UK FCDO, the African Tax Administration Forum, and AFRITAC East. The 2021 TADAT noted substantial improvement in the tax system since the previous 2016 TADAT assessment, but weaknesses persist in some performance areas.

Moving Forward: Kenya requested assistance in the preparation of an MTRS. The recent TADAT will form the baseline to help determine the reasons for the persistent weaknesses, and, more importantly, to design measures that can strengthen the tax system and mobilize revenues. The MTRS will provide the roadmap for reforms across both tax policy and revenue administration that may inform the design of a full RMTF program.

B. CD Focus and Results

Overview

19. **Despite the pandemic, reforms progressed in RMTF-countries and coordination of CD activities within the Fund and with other development partners was reemphasized.** Countries' absorption capacity was stretched to the limit during this period while technological challenges impacted work in many countries. Focus on what is absolutely necessary was critical, including coordination of CD work in the priority areas across all development partners. Coordination between RMTF project managers and the IMF area department teams helped ensure the macro critical priorities were identified and country specific policy advice was provided; coordination between the project managers with resident advisors based in RCDCs, regional advisors, and in-country advisors as well as development partners on the ground helped coordinate reform implementation. Substantial reform progress was made by RMTF-countries through these coordinated efforts as highlighted in the following individual RMTF Modules.

Module 1 (reform strategy and management)

20. **The pandemic highlighted the need for business continuity plans (BCP).** In the face of the pandemic, the Mongolian authorities temporarily shifted the project's focus to designing and implementing a BCP. With project support, the BCP was quickly designed and implemented, which the government credits for safeguarding revenue collection and serving as a model for other government agencies. The IMF also published a Technical Note titled "Designing a Business Continuity Plan for an Epidemic", which draws heavily on the experience from Mongolia.[5] Additional projects were re-focused to develop and implement BCPs, including in Chad, Cabo Verde, and Senegal.

21. **As the pandemic continued, the initial focus on short-term mitigation measures during the first half of 2020 shifted to medium-term plans in preparation for an eventual recovery.** Country officials used the COVID-19 notes and FAD staff provided them with direct support to put in place taxpayer relief and mitigation measures to help stabilize the economy and measures to safeguard revenue from further collapse. While some countries continued to focus on medium-term plans in the first half of FY20, more countries considered more robust medium-term plans as the year progressed. Malawi completed preparation of its five-year Strategic Plan and deployed annual business plans to address both pandemic and short-term issues. In addition to adopting immediate measures in response to the pandemic, the Ethiopian authorities sought and received substantial advice on the design of tax policy and revenue administration measures as input to their medium-term revenue mobilization plan. In Uzbekistan, a draft action plan has been prepared to transition the current tax system reform into an MTRS. Benin has started preparatory work toward an MTRS; Rwanda has finalized their MTRS document; Liberia has set-up a Ministry of Finance led steering committee to oversee implementation of their Domestic Revenue Mobilization Strategy; and

[5] https://www.imf.org/en/Publications/TNM/Issues/2020/11/10/Tax-Administration-Designing-a-Business-Continuity-Plan-for-an-Epidemic-49838

Senegal has finalized its MTRS document and has begun implementation. In addition, Mauritania established a five-year Strategic Plan; Burkina Faso developed a reform strategy; and Ghana finalized a Transformation Implementation Framework including a governance model for multi-project transformation management was established.

22. Reform offices were established, and reform management strengthened. In Ghana a new Transformation office was established, and new staff trained in project management. Sierra Leone's revenue authority established a reform and modernization department and developed a reform and donor management system. In Ethiopia, a strategy and framework for the Strategic Partnership Directorate was developed, including operating procedures and job descriptions for staff, to better coordinate CD provided by development partners. Tax administration staff's capabilities were built in Burkina Faso to monitor the reform strategy and Myanmar updated its reform plans and strengthened reform governance arrangements (these latter efforts prior to recent events).

Module 2 (tax policy design)

23. This work generally focuses on revenue mobilization through simpler and more transparent tax laws with a view to improving compliance and broadening the tax base. It is mainly supported by FAD's Tax Policy Division, but also by the IMF's Legal Department, which together provide integrated support, from policy design to legal drafting, especially in low capacity countries. The pandemic has had a major impact on country priorities, which have been reflected in existing and new CD programs. Senegal maintained its medium- and long-term revenue targets, but the short-term revenue needs have triggered a reflection on policy priorities and immediate mitigation actions. Support for an MTRS has led to a project extension in Uzbekistan, in addition to past work on land/property taxation, as well as on international and business taxation. A similar broad approach is being followed in Pakistan (including the topic of tax coordination with provinces), albeit without a full MTRS approach. In Angola, support to the authorities resulted in successful enactment (in mid-2020) of a package of revenue enhancing tax reforms (covering personal income tax (PIT), corporate income tax (CIT), the introduction of the a VAT with a broad base, and property tax), preparation of a roadmap for adoption of transfer pricing regulations, and the start of a tax expenditure analysis study. With the formal enactment of the Tax Administration Law in Myanmar, awareness and guidance material for staff and taxpayers has been prepared to support its implementation. In addition, a draft of the new income tax law has been finalized and the commercial tax has been reviewed to gradually convert it into a VAT. In PNG, following the completion of the public consultation phase, legal drafting support has continued to focus on incorporating comments and finalizing the rewrite of the income tax bill. To this end, the IMF legal expert is working with counterparts from the Department of Treasury and Internal Revenue Commission (IRC). For information, Box 4 provides a summary of a recent IMF Book on International Corporate Tax. While this work was not financed via the RMTF, it is certain to provide effective support to RMTF-supported countries in international corporate income taxation.

Box 4. IMF Book on International Corporate Tax

A new IMF book on international corporate tax issues was published on March 1, 2021 covering the difficulties of the current international corporate income tax system and potential solutions. It starts by describing the origins of the current international corporate tax system and how economic changes, such as the development of multinational enterprises and digitalization have created fundamental problems, not foreseen at its inception. These include tax competition, as governments try to attract tax bases through low tax rates or incentives, and profit shifting, as companies avoid tax by reporting profits in jurisdictions with lower tax rates. The book then discusses solutions, including both evolutionary changes to the current system—some of which are already under way, for example under the OECD-led Inclusive Framework—and fundamental reform options, such as destination-based taxation and formulary apportionment. One of the purposes of the book it to provide a solid background for policymakers, allowing them to delve into the details of the current system and understand potential reform directions. (Link to the book: http://elibrary.imf.org/citpbook)

Module 3 (tax administration organization)

24. While initially work in this area slowed, reforms picked-up in mid-2020, yielding visible results. In Uzbekistan the tax administration headquarters was significantly strengthened with staff numbers nearly doubled and organized in relation to the core functions. In Chad, reorganization of the tax administration along functional lines was implemented following a decree in April 2020. Mauritania is currently transitioning its tax administration to a functional organization structure. In Ghana, new offices were established in existing tax administration structures including a new Information Technology Center and Transformation Office; in Mali, two new medium taxpayer offices were set up.

Module 4 (tax administration corporate and compliance risk management)

25. Risk management remained a central focus in a number of countries with good results. Training and CD activities focused on strengthening CRM with good results including Georgia (preparing a compliance improvement plan (CIP); Honduras, Liberia, Mali, Paraguay, and Zimbabwe (improvement of CRM practices). Mauritania's tax administration operationalized a CRM unit in HQ and developed CIPs for high risk economic sectors in the large and medium taxpayers' office. The Mongolian authorities implemented compliance improvement strategies, including new strategies for high net wealth individuals (HNWI) and the informal economy. In Eswatini, short-term treatments were developed while a broader CRM strategy and reporting process is under development. In Uzbekistan, the CRM concept is being applied to the government's initiatives to reduce the informal economy. Myanmar's tax administration developed a sectoral based CIP and Rwanda's Revenue Authority is implementing a new CRM model.

26. Additional CD focused on compliance and enforcement programs. A focus on VAT compliance has yielded some good results. For example, in the Democratic Republic Congo tax revenue collections increased by 18 percent based on safeguarding the credit/refund mechanism and improved exemptions monitoring. Management of VAT refunds was also a focus area with good results in Benin, Mali, and Georgia (where there has been a roll-out of an automated risk-based system with plans for automatic refunds). Uzbekistan continued to refund VAT credits to eligible taxpayers and achieved 96 percent on-time filing for the Large Taxpayer Office during the pandemic. New VAT enforcement programs with a reserve scheme for refunds was implemented in Angola and other improvements to the VAT system were made in Malawi and Sao Tome and Principe. In addition, an implementation plan for the new excise tax law was developed in Ethiopia and implementation has begun to generate additional revenues.

Module 5 (Tax administration core business functions and procedures)

27. **This module continues to remain quite active with CD delivered across all of the core functions with good results.** Improvements were made to registration as taxpayer registers were updated and cleansed in Benin, Chad, Georgia, Mali, and Mauritania. In addition, Paraguay expanded the registration base through the identification and registration of informal workers. Collections and payment processes were strengthened including improved management of tax arrears and write-off procedures developed in Burkina Faso and the development of a system to effectively manage tax arrears in Liberia. Several countries improved their audit functions, including Angola with the development of a roadmap to reduce fragmentation of the audit function; in Honduras, the framework to monitor audit effectiveness was revamped through the improvement of performance metrics, reporting and a strengthened review process; increased capacity to audit high-risk sectors e.g., telecom, tourism, and agriculture was supported in Libera; an audit framework and manual were developed in Malawi; and streamlined litigation procedures established in Mali. Myanmar's tax administration continued to make progress centralizing the core functions of tax return and payment processing and taxpayer services, supported by the development of standard operating procedures, and Uzbekistan consolidated the core tax management processes in 14 regional tax offices to improve efficiencies. In addition, taxpayer services were strengthened in Benin, Mali (improved external communication), and Sao Tome and Principe (new website). The Mongolian authorities issued two operational guidelines for the implementation of tax legislation, which will serve as models for other such guidelines. A self-assessment system was expanded in Myanmar to additional taxpayers with a successful initial return filing season.

Module 6 (Tax administration support function)

28. **As the pandemic highlighted the need for strong integrated tax administration systems (ITAS), demand for CD in this area grew.** Several countries are in the preparation, design, or implementation stage of procuring and rolling out new ITAS in their respective tax administrations, including Cote d'Ivoire, Ethiopia, Ghana, Liberia, Malawi, Myanmar, Sao Tome and Principe, Sierra Leone, and Zimbabwe. While other development partners are supporting the procurement of the systems, e.g., the World Bank in Myanmar and Sierra Leone, and the African Development Bank in Sao Tome and Principe and Zimbabwe, the IMF is assisting in preparing the authorities for a new ITAS through the design and implementation of IT strategies, project governance and management, the development of business process maps, business and technical specifications, requirements for RfPs and other business readiness, and procurement plans for ITAS.

29. **CD also supported countries to upgrade current IT systems.** In Angola, new IT tools were developed to improve the VAT regime; in Benin, e-processes for the medium-sized taxpayers were expanded; an electronic invoicing and a real time revenue analysis dashboard was implemented in Cabo Verde; e-filing and e-payment processes, as well the valuation module in the customs ASYCUDA World system, were implemented in Mali; e-invoicing was expanded in Paraguay as part of an overall VAT CIP;

progress was made to implement taxpayer self-service and accurate reporting checks in Rwanda; and e-invoicing was rolled out in Uzbekistan. In Guinea Bissau, the IMF supported the design of an IT electronic tax return filing and payment (minimum viable product) platform using open source software to facilitate electronic filing and payments that can be fully integrated with the banks and mobile money. When implemented, this system will have a major impact in modernizing return filing and payment of taxes in Guinea Bissau.

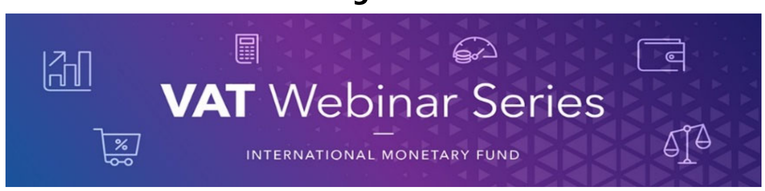
Module 7 (Training and Peer Learning)

Training Workshops

30. Training was routinely delivered as part of the activity of CD missions and short-term expert assignments. Such training, which covered many areas, including business continuity planning, data analysis and compliance monitoring, risk management, etc., required substantial effort taking into account time differences, connectivity challenges, and interpretation requirements in the various countries. Five standalone training workshops were delivered: three on revision of the PIT CEMAC Directive; one on CEMAC regional tax procedures code; and one on CRM (Angola).

Virtual Events on the VAT

31. A series of four virtual events on the VAT were hosted during FY21. The webinars were well subscribed with attendees actively participating, and thus creating a community of about 500+ recurring participants—see full details on the webinar website;[6] and in the short summary below. Also, four videos of all four VAT webinars are live on the TADAT YouTube channel here.



- The first webinar, held on September 23, 2020 with 428 participants attending, set the scene for the rest of the events by discussing the experience with VAT of policy makers and tax administrations in the past 20 years, including the VAT measures in tax policy and revenue administration implemented in recent years, their impact on revenues and compliance, the emerging challenges, and what the future holds.

- The second one, held on November 17, 2020, was also well attended (466 participants). It discussed the role of VAT in the immediate response to the pandemic, the economic recovery (VAT as a tool to provide stimulus), and beyond, i.e., how VAT can mobilize more revenue to finance fiscal consolidation—a high-level look at policy, legislation, and administration issues. It looked at the VAT design in the new norm following the pandemic, and discussed what features of the VAT, if any,

[6] See further details at: https://www.imf.org/en/News/Seminars/Conferences/2020/09/01/imf-rmtf-webinar-series-on-the-vat.

might need to be adjusted. It also explored political economy issues around the VAT in the post-COVID-19 world, and whether the pandemic creates an opportunity to undertake bold VAT reforms.

- The third webinar, held on January 12, 2021, explored VAT policy issues, including that of equity and efficiency, and administrative complexity, e.g., stemming from reduced VAT rates and exemptions, cross-border trade and digitalization. It also discussed options for improving the VAT design and constraints to do so, including issues of political economy. It was attended by 545 participants.

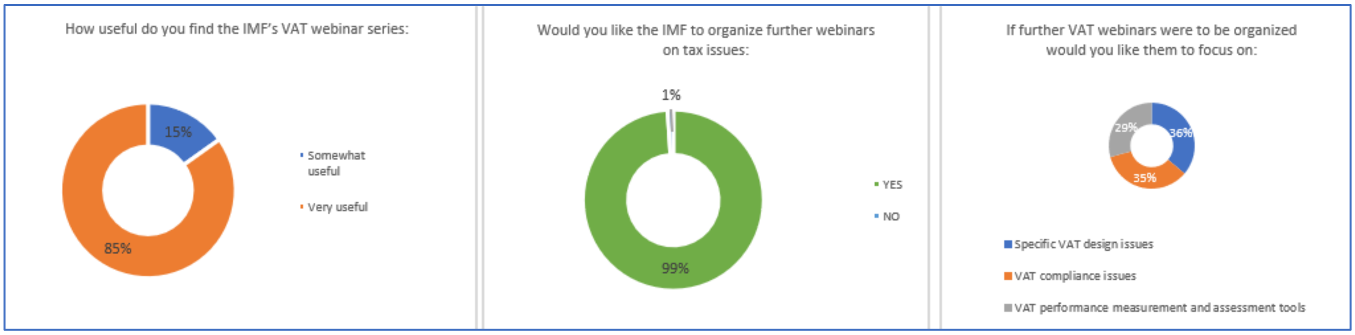
- The fourth webinar, held on March 16, 2021, discussed revenue administration issues, including priorities for effective management of VAT. It explored experience and lessons learned in managing VAT compliance and administration, including their interaction with VAT design, the use of tools like RA-GAP, management of VAT credits and combating VAT fraud. See Table 2 below for summary information on attendance of this fourth webinar, which had more than 600 attendees.

Table 2. VAT Webinar 4 Attendance Data

Region	Female	Male	Total	Percentage of All Attendees
AFR	90 (39.8% of AFR total)	136 (60.2% of AFR total)	226	33.9%
APD	34 (54% of APD total)	29 (46% of APD total)	63	9.5%
EUR	46 (54.1% of EUR total)	39 (45.9% of EUR total)	85	12.8%
MCD	10 (66.7% of MCD total)	5 (33.3% of MCD total)	15	2.3%
WHD	144 (60% of WHD total)	96 (40% of WHD total)	240	36%
IMF/WB	13 (35.1% of IMF/WB total)	24 (64.9% of IMF/WB total)	37	5.6%
TOTAL	50.6% of total attendees	49.4% of total attendees	**666**	**100%**

32. **Participants indicated they would like the series of webinars to continue in FY22, focusing on specific issues—See Figure 5.** Follow up webinars are planned for FY22, including an in-person conference when conditions allow in the future.

Figure 5. Survey of Participants Perceptions on the VAT Webinars



Virtual Training to Advance Revenue Administration (VITARA) formerly Electronic Tax Administration Capacity Training (e-TACT)

33. The VITARA project has made considerable progress over the project timeline. This course is being designed to closely support the IMF's CD delivery in all IMF member countries that benefit from IMF CD, including the RMTF-supported countries. IMF and its partner organizations, OECD, CIAT, and IOTA have signed the Memorandum of Understanding (MOU) outlining the parameters of the partnership to develop a two-part course curriculum for senior tax administrators covering all aspects of tax administration. Two modules were developed to pilot the approach (strategic management and reform management). Feedback from pilot participants for the first module has been extremely positive, with the second pilot scheduled for May-June 2021. The first module will be available on the edX platform in July 2021 to invited participants. The first part of the course relating to institutional governance, management and support will be completed and available to interested participants by end-FY22.

Revenue Forecasting and Analysis

34. We are delighted to report that, thanks to the RMTF, development of the online course on revenue forecasting and analysis is now completed. The course, formally referred to as "Revenue Forecasting and Analysis" or "RFAx" initial offering will take place from July 1 to August 12, 2021, and already has close to 400 participants pre-registered. During this six-week period, students will be able to complete the course at their own pace. Registration for government officials was opened in time for the 2021 IMF/WB Spring Meetings (available through https://www.imf.org/en/Capacity-Development/Training/ICDTC/Schedule/OL/2021/RFAxOL21-19), which have been used as a venue to promote its offering. For this purpose, a promotion video (available here: https://www.youtube.com/watch?v=jo4vOzEsjaM) was created and disseminated through various channels. Subsequent offerings of the course will be open to the general public as a massive open online course, with the course expected to be offered at least three times per year.

35. RFAx will offer hands-on learning that will help students build foundational knowledge on the different quantitative models and techniques that can be used to forecast revenues and undertake tax policy analysis. More specifically, module 1 discusses the main principles of good tax policy as well as the institutional structure needed to support revenue forecasting and tax policy analysis. Module 2 then offers an introduction to different revenue forecasting techniques (e.g., various conditional and unconditional models), discusses some data issues, and explains how to assess forecast errors. Module 3 focuses more narrowly on the forecasting and analysis of indirect taxes, namely the value added tax, excise taxes, and custom duties. In doing so, the module offers an introduction to these taxes, discusses the use of techniques outlined in Module 2 to undertake baseline forecasts, and then presents different techniques that can be used to assess the revenue impacts from different policy changes. Module 4 uses a similar approach to Module 3 but focuses on direct taxes (personal income tax and corporate income tax).

RA-GAP Online Training Course

36. The project completed the translation of the online Revenue Administration Gap Analysis Program (RA-GAP) Value Added Tax (VAT) gap course into French and Spanish. The translation extends the course's reach to French and Spanish speakers in RMTF beneficiary countries allowing them to develop their own VAT gap estimates using the RA-GAP methodology, improving tax administration and CRM via the outcome of audit and other verification programs more effectively ensuring accuracy of reporting. Translation and production services were provided and funded by the IMF's Institute for Capacity Development (ICD). FAD managed the project, and reviewed and delivered the finished courses, with RMTF funding for FAD's staff and expert time. The project is on track to meet target completion dates for both translations of June 30, 2021. ICD have completed their translations and production work, and FAD experts' review of the training materials has been completed. The translated courses (VAGAPx) were launched on the edX platform for beta testing with effect from May 1, 2021, as a series of five, weekly modules. The risks to project delivery, which were assessed as 'low' and manageable, have not crystallized into actual impediments or delays to completion.

Modules 8 and 9 (Fiscal Tools, Research and Analysis)

ISORA/ISOCA[7] Update

37. The dataset collected through ISORA 2020 is nearing completion. The data will be released to participants and ISORA partners at the end of May 2021. After a slow start, data for more than 150 countries (153, as at April 26, 2021) will be included in this final dataset. For the first time, all data will be released to the public in November 2021. Despite the challenges of the pandemic, there are several first-time participants, but unfortunately some countries which had reported data in previous rounds did not complete the recent survey. In terms of RMTF supported countries, data provided by 26 tax administrations supported through the RMTF will be included in the publicly released data. These include Pakistan, a first-time ISORA participant. However, Benin, Burkina Faso, Côte d'Ivoire, Mali, Rwanda, and Sri Lanka started but did not complete the survey. Neither Haiti nor Mauritania started the survey. Planning is underway for the launch of the next annual ISORA survey in July 2021. This data collection phase will cover FY20 and will be the first single year, annual ISORA survey. The results of ISORA 2018 have been written up in the IMF paper *Understanding Revenue Administration 4*, which is expected to be finalized and released by end-June 2021.

[7] International Survey on Revenue Administration/International Survey on Customs Administration.

38. A report on the inaugural round of ISOCA (ISOCA 2018) has been drafted jointly by WCO and IMF TWG members. Once the ISOCA Executive Council approves the report, it will be used in an awareness campaign to encourage participation in the next round. As indicated previously, the participation level in the inaugural round was disappointing and there are challenges to be overcome to improve data quality in future rounds. A comprehensive, detailed review of the survey is still to be undertaken, and it is hence likely that the next round of ISOCA will be launched in 2022. This review will streamline the survey into, most probably, a biennial survey and a periodic survey, similar to ISORA.

Analytical work

International Tax Notes

39. Drafting of the international tax technical notes has been completed. The four-part series of notes explain: (i) typical international tax risks, as well as information on global efforts to curb abusive profit shifting; (ii) the framework and assessment tool designed to evaluate a country's current administrative readiness to manage international tax risks; (iii) advice on how to strengthen the administration's capacity; and (iv) information on how to identify and quantify international tax risks in a country's population, so that decisions can be made on the priority risks for treatment. The framework and assessment tool were piloted with Maldives and Malaysia and adjustments were made based on observations of the mission team and the countries. Internal consultation and review of the technical notes is ongoing.

Working paper on "Autonomy in Revenue Administration"

40. Work has advanced on drafting of the working paper that will be the culmination of this research (as noted in November, an initial working draft will be available no later than mid-May)**.** An outline was agreed following the last update and work continued to update and refine the data available and to arrive at a final definition—and therefore a determination—of those countries with "more autonomous tax administrations". The paper reviews the initial objectives and expected results and outline the research approach. A discussion of autonomy in revenue administration follows and the difficulty in finding a precise definition will be elaborated. In fact, autonomy occurs along a spectrum. For the purposes of this paper, a set of *more* autonomous administrations (67 in total) were determined using ISORA data. These included: those Revenue Authorities with a decision-making management board (usually established through an enabling law that gives the board specific powers—some 37) plus those that answered yes to 5 key autonomy-related questions in ISORA i.e., authority to: (1) design internal structure; (2) exercise discretion on the operating budget; (3) appoint new staff; (4) decide on promotion; and (5) terminate employment (30 in total). While this determination could be judged as somewhat arbitrary, it has two advantages: it is precisely measurable, and all information needed to make the determination is publicly available and comes from the countries themselves. Three important discussions are developed in the paper. These are: features and characteristics of Revenue Authorities; current issues and trends in management autonomy; and comparative information between the *more* autonomous and the *less* autonomous administrations. In addition, since many of the more autonomous administrations are responsible for both customs and tax administration the extent of the integration between these two program activities is discussed.

The Revenue Administration Gender Initiative (RAGI).

41. The objective of this project, which was initiated under the RMTF provision for small projects, is to promote gender diversity in revenue administrations (tax and customs) and consider the role of revenue administrations in supporting women to participate in the economy. The latter is important because recent Fund research has shown that COVID-19 has had a disproportionate impact on women and also shows that improving gender diversity can result in economic gains.[8] Two podcasts on Gender and Revenue Administration, jointly with the TADAT Secretariat, were launched in FY21 with another planned in early FY22 (see podcast 1 TADAT and 2 TADAT). The speakers were senior revenue administration leaders who shared their views and experiences on this topic (in the case of customs, one of the women who participated based on her experience as former head of customs is now Vice President of Ecuador). There was wide interest in these Podcasts. At the end of FY21 FAD staff started drafting a technical note on Revenue Administration and Gender; this note is expected to be completed in early FY22. The technical note will cover a range of issues including: (1) the policies and practices that help promote gender equity within revenue administrations; (2) the measures revenue administrations can implement to help strengthen women's economic contribution, focusing on revenue administrations' engagement with taxpayers and traders, and potential taxpayers and traders; and (3) the measures revenue administrations can implement to support female participation in the workforce, especially in low-income countries. The technical note will increase the visibility of this Fund-wide issue and inform FAD's CD in this important topic.

C. Results-Based Monitoring and Evaluation

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

42. RBM performance was surprisingly robust despite the pandemic. This was apparent at the time of the mid-year review and continued during the past six months. Milestones measure whether a CD project is on track to achieve its targeted outcomes: it would have been plausible to expect as the result of the pandemic (i) a sharp drop in the number of milestones coming due as these would have reprogrammed to reflect changing priorities on account of the pandemic and/or (ii) a noticeable decline in the average rating of milestones as the pandemic slows down progress towards pre-pandemic milestones. This has not happened: the number of milestones that came due during FY21 was about the same as in FY20[9] and the average rating remained broadly unchanged. Outcome ratings are expected to improve over time as milestone after milestone is reached. The pandemic did not interrupt the gradual improvements in outcome ratings. These improved in FY21 on average approximately at the same rate as in FY20; As Figure 6 shows, this improvement seems to be especially marked for projects that are performing well (green-shaded area).

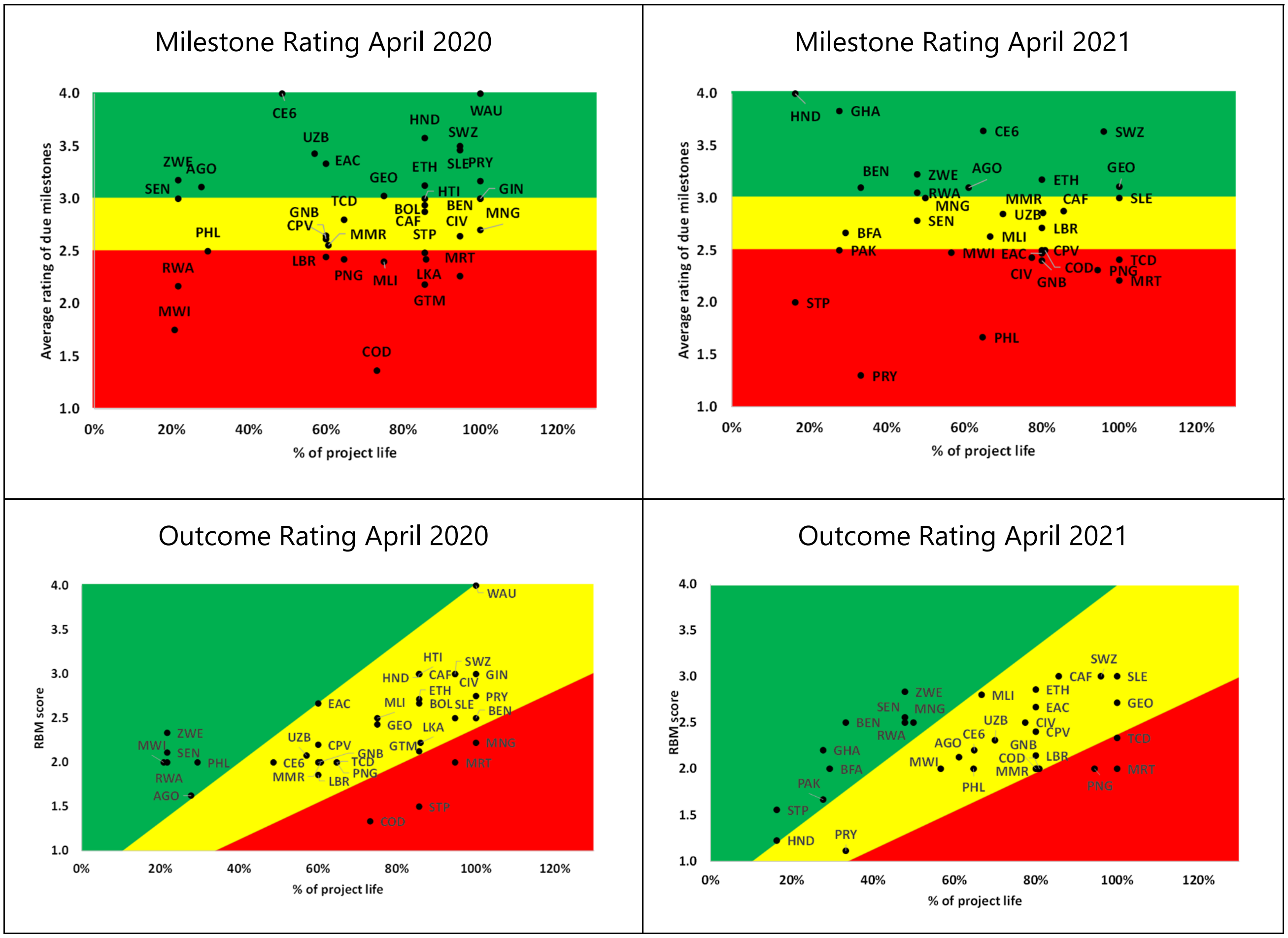
43. The RBM performance of country projects that are proposed for extension or for successor projects is mixed. The projects in the Kingdom of Eswatini and in Sierra Leone have a satisfactory RBM

[8] Fabrizio, Stefania, Diego B.P. Gomes, and Marina M. Tavares. 2021. "COVID-19 She-Cession: The Employment Penalty of Taking Care of Young Children." IMF Working Paper 21/58. International Monetary Fund, Washington DC.

[9] The number of milestones coming due depends on the number of active projects, which the analysis corrects for.

performance, which argues in favor of continued engagement. However, past performance of projects in Chad and Mauritania was less satisfactory. In the case of Chad, this should be considered in the context of the tax administration's very low capacity and substantial need for assistance; in Mauritania, the proposed extension intends to capitalize on renewed reform momentum since the inauguration of a new government.

Figure 6. Milestones and Outcome Ratings, by Country/Region[10]



D. RMTF Mid-Term Evaluation

44. Per the Essential Terms and Conditions for the Administration of the RMTF Subaccount, an independent evaluation takes place no later than 40 months after the activities of each funding cycle have begun. The purpose of the evaluation is to assess the objectives of the Capacity Development project in relation to its relevance, efficiency, effectiveness, coherence, sustainability and impact (known as OEDC

[10] The acronyms used in Figure 1 are the following: AGO – Angola; BEN – Benin; BOL – Bolivia; CPV - Cabo Verde; CAF - Central Africa Republic; CE6 – CEMAC; TCD – Chad; COD - Congo DR; CIV - Côte d'Ivoire; ETH – Ethiopia; GEO – Georgia; GIN – Guinea; GNB - Guinea-Bissau; GTM – Guatemala; HTI – Haiti; HND – Honduras; LBR – Liberia; MLI – Mali; MRT – Mauritania; MNG – Mongolia; MMR – Myanmar; PRY – Paraguay; PNG - Papua New Guinea; STP - São Tomé and Príncipe; RWA – Rwanda; SEN – Senegal; SLE - Sierra Leone; LKA - Sri Lanka; SWZ – Eswatini; UZB – Uzbekistan; WAU – WAEMU; and ZWE - Zimbabwe.

DAC criteria). In addition, evaluations help to identify the factors that account for performance of the activities, assess whether the objectives set in the Program Document of a vehicle have been met, and what lessons have been learned. Evaluators can also assess the Thematic Fund's operations in a separate section of the evaluation (non-project-specific). The last evaluation of the RMTF Thematic Fund (formerly, the Tax Policy and Administration Tropical Trust Fund (TPA-TTF)) was finalized in April 2015.

45. The upcoming evaluation for RMTF Phase II will cover the period of January 2017 – December 2020. A Request for Proposals (RFP) was issued on February 5, 2021 to 28 evaluation companies. This is a niche market and most companies or non-profit organizations which offer this type of services are often small to medium size. They specialize in research and the evaluation of programs in developing countries. In order to attract more bidders, the RFP was also posted on the IMF external procurement website. Bids received were scored and evaluated by various departments in the IMF. IMF's Procurement unit is currently working to award the firm with the highest score. Once the contract is finalized, we will plan a kick-off meeting with the evaluation team and prepare a briefing visit for them to meet with the IMF staff and share relevant documentation for them to begin working on the Inception Note (IN). The IN details the purpose, scope, coverage, and proposed timeline of the assessment, as well as a proposed sample of projects to assess indicating the criteria for the selection, a description of the level of aggregation of project assessments, methodology, key evaluation questions, suggested countries for case studies, and questionnaires, interview and survey questions. A draft will be shared with the already established Evaluation Sub Committee (ESC) for comments.

III. FINANCIAL UPDATE

46. **The current level of pledges to the RMTF stands at US$82.1 million**. The most recent pledge received from France, for €5.5 million, and was signed in October 2020. Overall contributions received as of April 30, 2021 amounted to US$72.2 million, and combined with the interest earned of US$1.17 million, a total of US$73.37 million has been received into the subaccount (please refer to Table 3). All transfers from Phase 1, the Tax Policy and Administration Trust Fund, have been completed.

Table 3. Financial Contributions, As of April 30, 2021 (in millions of US$)

Agreement /Amendment Information					Contribution Received		Contribution Expected (U.S. Dollars)	
Partners	Signed Date	Currency	Amount	U.S. Dollars	Agreement Currency	U.S. Dollars	Requested	Future Contributions
Partners								
Australia	May 5, 2016	AUD	10.6	7.9	8.6	6.2	-	1.6
Belgium	Nov. 11, 2016 and Sept. 29, 2017	EUR	9.0	10.3	9.1	10.4	-	-
Denmark	December 11, 2019	DKK	35.0	5.5	35.0	5.3	-	-
European Commission	Oct. 5, 2018 and Oct. 21, 2019	EUR	11.6	13.2	10.8	12.3	-	0.9
France	October 7, 2020	EUR	5.5	6.5	2.0	2.4	-	4.2
Germany	December 18, 2017	EUR	1.5	1.6	1.5	1.7	-	-
Japan	Feb. 1, 2017 and Dec. 6, 2017	USD	10.1	10.1	10.1	10.1	-	-
Korea	July 28, 2017	USD	1.0	1.0	1.0	1.0	-	-
Luxembourg	December 1, 2016	EUR	2.5	2.6	2.5	2.8	-	-
Netherlands	October 7, 2016	USD	5.0	5.0	4.0	4.0	-	1.0
Norway	July 5, 2018	NOK	43.0	5.3	32.0	3.7	-	1.3
Sweden	April 19, 2018	SEK	40.0	4.8	40.0	4.4	-	-
Switzerland	October 8, 2016	CHF	7.0	7.1	7.0	7.0	-	-
United Kingdom	June 20, 2019	GBP	1.0	1.3	0.8	1.0	-	0.3
Partners - Total				**82.1**		**72.2**	**-**	**9.4**
Grand Total				**82.1**		**72.2**	**-**	**9.4**

47. **The projected cashflow position is satisfactory.** Table 4 details that cash flow and the overall cash balance will remain positive. While the prolonged travel restrictions in the COVID-19 environment will continue to interrupt the delivery of CD activities further in FY22, we will carefully monitor the implementation and provide necessary support to meet the continuing high demand from the RMTF eligible countries.

Table 4. Cash Flow, As of April 30, 2021 (in thousands of US$)

Partner	FY2017 FY1	FY2018 FY2	FY2019 FY3	FY2020 FY4	FY2021 FY5	FY2022 FY6	FY2023 FY7	Total
Contributions	14,204	14,369	20,834	11,574	11,185	9,402	-	**81,568**
Australia	450	1,483	2,928	-	1,306	1,555	-	7,721
Belgium	3,274	3,598	1,700	-	1,784	-	-	10,355
Denmark	-	-	1,552	3,705	-	-	-	5,257
European Commission	-	-	8,210	1,965	2,111	930	-	13,216
France	-	-	-	-	2,408	4,244	-	6,653
Germany	436	695	229	334	-	-	-	1,695
Japan	5,062	5,000	-	-	-	-	-	10,062
Korea	-	1,000	-	-	-	-	-	1,000
Luxembourg	531	578	564	554	594	-	-	2,820
Netherlands	1,000	1,000	1,000	1,000	-	1,000	-	5,000
Norway	-	-	2,487	-	1,245	1,346	-	5,077
Sweden	-	-	1,162	2,081	1,192	-	-	4,435
Switzerland	3,451	1,014	1,003	1,500	-	-	-	6,968
United Kingdom	-	-	-	434	546	328		1,308
Interest Earned	32	210	507	421	2	-	-	1,172
Total Cash Available	**14,236**	**14,578**	**21,341**	**11,995**	**11,187**	**9,402**	-	**82,740**
Expenses Paid[1]	245	11,505	13,739	14,952	10,485	14,564	14,196	79,686
Cash Balance	**13,991**	**17,064**	**24,666**	**21,709**	**22,412**	**17,250**	**3,054**	

[1] Expenses paid include the 7% TFM. FY22 onwards are estimates based on proposed workplans.

48. **The overall budget execution rate as of April 30, 2021 is 66 percent, which is in line with expectations.** The execution progress of active RMTF projects is shown in Table 5. The overall budget execution in FY21 was slightly lower than in the previous years - US10.4 million, while in FY20 and FY19 the figure was US$ 14.9 million and US$ 13.7 million respectfully. This was caused by the impact of the COVID-19 pandemic on CD delivery in FY21 as countries adjusted to the new mode of CD delivery.

Table 5. Project Implementation Status, As of April 30, 2021 (in thousands of US$)

Country	Approved Budget as of Apr 21	FY17 Expenses	FY18 Expenses	FY19 Expenses	FY20 Expenses	FY21 Expenses	Total Expenses	Remaining Budget[1/]	Execution (%)
Technical Assistance	**68,816**	**13**	**10,546**	**12,635**	**13,928**	**8,901**	**46,022**	**22,794**	**67%**
WAEMU:West African Eco/Monetar	152	-	62	34	57	-	152	-	100%
Paraguay	1,470	-	347	572	546	6	1,470	-	100%
Benin	726	-	199	263	264	-	726	-	100%
Mongolia	3,810	-	1,196	1,162	1,464	-13	3,810	-	100%
Senegal	1,254	-	438	671	145	-	1,254	-	100%
Guinea	392	-	41	162	188	-	392	-	100%
Sri Lanka	1,328	12	385	593	319	2	1,312	16	99%
Georgia	3,228	-	683	908	803	679	3,072	156	95%
Sierra Leone	865	-	223	206	172	205	805	60	93%
Haiti	654	-	292	152	131	31	606	48	93%
Bolivia	809	-	234	277	155	82	747	62	92%
Chad	1,035	-	-	203	328	424	955	80	92%
Mauritania	674	-	195	203	89	131	619	55	92%
Guatemala	1,458	-	650	452	107	106	1,314	144	90%
Papua New Guinea	3,355	-	-	1,015	1,330	629	2,974	381	89%
Sao Tome And Principe	1,204	-	298	295	331	104	1,027	176	85%
Ethiopia	2,372	-	359	536	769	274	1,938	434	82%
Kingdom Of Eswatini	1,081	-	253	252	357	19	881	200	82%
Myanmar, Union Of	6,389	1	1,888	1,212	1,322	728	5,152	1,237	81%
Honduras	1,190	-	261	386	244	56	947	243	80%
Congo, Democratic Republic Of	645	-	-	208	231	40	479	166	74%
Guinea-Bissau	1,769	-	379	393	259	247	1,279	490	72%
Cote D'Ivoire	2,213	-	364	387	469	323	1,544	669	70%
Cabo Verde	1,776	-	286	302	391	259	1,238	538	70%
Central African Republic	829	-	192	202	122	58	574	255	69%
Uzbekistan	3,288	-	-	194	1,226	724	2,144	1,144	65%
Liberia	2,370	-	668	638	156	50	1,511	859	64%
East African Community	875	-	265	172	94	6	537	338	61%
Mali	1,612	-	190	314	242	219	965	647	60%
Senegal(new)	1,964	-	-	-	539	592	1,131	833	58%
CEMAC - Com. Econ. Mon. AFR Ce	1,583	-	200	273	142	235	850	733	54%
Angola	1,003	-	-	-	271	240	512	491	51%
Rwanda	1,303	-	-	-	124	412	535	768	41%
Mongolia(new)	2,529	-	-	-	-	788	788	1,741	31%
Malawi	2,811	-	-	-	305	459	764	2,047	27%
Zimbabwe	1,463	-	-	-	195	113	307	1,155	21%
Ghana	925	-	-	-	-	171	171	754	18%
Benin(new)	1,372	-	-	-	-	192	192	1,180	14%
Philippines	331	-	-	-	40	-	40	291	12%
Paraguay(new)	1,416	-	-	-	-	156	156	1,261	11%
Burkina Faso	1,090	-	-	-	-	91	91	999	8%
Sao Tome And Principe	848	-	-	-	-	38	38	811	4%
Honduras(new)	716	-	-	-	-	25	25	691	3%
Pakistan	642	-	-	-	-	1	1	642	0%
COVID-19 Rapid Response Program	**1,000**	**-**	**-**	**-**	**-**	**-**	**-**	**1,000**	**-**
RMTF COVID-19 program	1,000	-	-	-	-	-	-	1,000	-
Training	**2,616**	**-**	**72**	**296**	**233**	**780**	**1,382**	**1,235**	**53%**

Country	Approved Budget as of Apr 21	FY17 Expenses	FY18 Expenses	FY19 Expenses	FY20 Expenses	FY21 Expenses	Total Expenses	Remaining Budget[1/]	Execution (%)
Building Tax Policy Analysis and Revenue Forecasting Capacity	577	-	72	270	101	88	532	45	92%
Revenue Administration Training	26	-	-	26	-	-	26	-	100%
Electronic Tax Administration Capacity Training	1,917	-	-	-	132	658	790	1,127	41%
Translation of VGAPx online course	96	-	-	-	-	33	33	63	34%
Research Projects	**2,338**	**-**	**501**	**408**	**421**	**401**	**1,730**	**607**	**74%**
RA-FIT/ISORA	1,922	-	495	354	224	278	1,351	571	70%
Analytical Work: How-to Note on Tax Expenditures	54	-	6	48	-	-	54	-	100%
Autonomy in Revenue Administration	362	-	-	6	197	123	325	36	90%
Workshops	**151**	**-**	**53**	**-**	**-**	**72**	**125**	**26**	**83%**
West Africa: Workshop (RMTF)	53	-	53	-	-	-	53	-	100%
Global VAT Conference (RMTF)	98	-	-	-	-	72	72	26	73%
Scoping Missions	**923**	**212**	**154**	**234**	**199**	**79**	**879**	**44**	**95%**
Burkina Faso	95	-	-	-	95	-	95	-	100%
Bolivia	55	-	-	-	-	27	27	28	50%
Central African Republic	35	35	-	-	-	-	35	-	100%
Congo, Democratic Republic Of	30	-	30	-	-	-	30	-	100%
Guinea	27	27	-	-	-	-	27	-	100%
Haiti	50	-	-	49	1	-	50	-	100%
Kenya	68	-	-	-	-	52	52	16	76%
Cambodia	108	-	108	-	-	-	108	-	100%
Sri Lanka	95	91	4	-	-	-	95	-	100%
Rwanda	103	-	-	47	55	-	103	-	100%
Sao Tome And Principe	71	59	12	-	-	-	71	-	100%
Zimbabwe	186	-	-	138	48	-	186	-	100%
Small Projects	**130**	**-**	**-**	**-**	**41**	**90**	**131**	**-1**	**101%**
Building revenue administration capacity to manage international tax risks (RMTF)	50	-	-	-	10	54	64	-14	127%
COVID-19: Developing Guidance for RA and TP (RMTF)	50	-	-	-	31	19	50	-	100%
Gender and Tax Administration (RMTF small project)	30	-	-	-	-	17	17	13	57%
Administrative/Governance Cost	**1,146**	**20**	**179**	**166**	**131**	**162**	**657**	**489**	**57%**
Program Management	1,146	20	179	166	131	162	657	489	57%
Total	77,120	245	11,505	13,739	14,952	10,485	50,926	26,194	66%
of which Trust Fund Management Fee	5,045	16	753	899	978	686	3,332	1,714	

[1]The remaining balance for closed projects is zeroed out upon project completion.

49. **The total revised workplan sought will amount to US$79.7 million**. This is constituted of US$77.1 million that has already been endorsed by the SC in multi-year projects. US$2.6 million is being sought for endorsement at this SC meeting: US$2.1 million for new project budgets and US$0.44 million in budget adjustments and unused budget returned to the pool of the thematic fund (please refer to Table 6, RMTF

Proposed Revisions and New Modules for Endorsement). The available resources of the subaccount, along with the new contributions and pending installments, will be sufficient to finance this work program.

Table 6. RMTF Proposed Revisions and New Modules for Endorsement, As of April 30, 2021 (in Thousands of U.S. Dollars)

Country (Project)	Description	Endorsed Budget as of Apr 2020	Proposed Change in Budget	Proposed Multi-Year Budget
New Programs for Endorsement			**2,124**	**2,124**
Bolivia: Strengthening Tax Administration	New project for endorsement	-	568	**568**
Chad: Strengthening Revenue Administration II	New project for endorsement	-	1,420	**1,420**
Governance Framework for Revenue Administration	New project for endorsement	-	137	**137**
Revisions to Current Endorsed Projects			**441**	
Mauritania	Extension and modification of the existing CD project for endorsement	674	494	1,168
Sierra Leone	Extension and modification of the existing CD project for endorsement	865	426	1,292
Kingdom Of Eswatini	Extension and modification of the existing CD project for endorsement	1,081	520	1,601
Papua New Guinea	Budget reduction for information	3,355	-274	3,081
Chad (old)	Budget reduction for information	1,035	-37	998
Bolivia	Project ended. Balance returned to the pool.	809	-62	747
Guatemala	Project ended. Balance returned to the pool.	1,458	-144	1,314
Honduras	Project ended. Balance returned to the pool.	1,190	-243	947
Haiti	Project ended. Balance returned to the pool.	654	-48	606
Sri Lanka	Project ended. Balance returned to the pool.	1,328	-16	1,312
Sao Tome And Principe	Project ended. Balance returned to the pool.	1,204	-176	1,027
Total RMTF portfolio budget to date		77,120	2,565	79,686
Total revised workplan including new proposals				**79,686**
of which Management Fee				5,213

[1]Includes Trust Fund Management Fee.