



**REVENUE MOBILIZATION THEMATIC FUND
FY21 MID-YEAR REPORT**

DECEMBER 10, 2020

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



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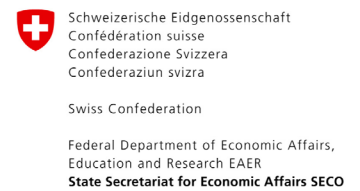
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ACRONYMS

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
DNRE	Direção Nacional de Receitas do Estado (of Cabo Verde)
EAC	East African Community
e-TACT	Electronic Tax Administration Capacity Training
FAD	Fiscal Affairs Department (IMF)
FY	Fiscal Year
GDP	Gross Domestic Product
GDT	General Department of Taxation (of Mongolia)
HR	Human Resources
HNWI	High Net Wealth Individuals
HQ	Headquarters
ICD	Institute of Capacity Development (of the IMF)
IMF	International Monetary Fund
ISOCA	International Survey on Customs Administration
ISORA	International Survey on Revenue Administration
IT	Information Technology
ITAS	Integrated Tax Administration System
KPI	Key Performance Indicators
LoU	Letter of Understanding
LTO	Large Taxpayer Office
MTRS	Medium-term Revenue Strategy
PCT	Platform for Collaboration on Tax
PIT	Personal Income Tax
PNG	Papua New Guinea
RA-GAP	Revenue Administration Gap Analysis Program
RA-FIT	Revenue Administration Fiscal Information Tool
RBM	Result Based Management
RCDCs	Regional Capacity Development Centers
READ	Revenue Analysis Dashboard
RFax	Revenue Forecasting and Analysis (online training course)
RM	Revenue Mobilization
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
TPA TF	Tax Policy and Administration Thematic Fund
TPC	Tax Procedure Code
VAT	Value Added Tax

EXECUTIVE SUMMARY

This financial year (FY) 2021 mid-year report to the Steering Committee (SC) of the Revenue Mobilization Thematic Fund (RMTF) outlines capacity building developments in tax policy and revenue administration from May to October 2020. In addition to the introduction section, it: (1) assesses operations of the work program and key achievements and developments, including an update on the impact of the COVID-19 pandemic (referred to throughout the report as “the pandemic”); (ii) reviews the RMTF’s financial status and expenditures during the half-year period; and (iii) presents proposals for endorsement of the SC.

The report comes at a time when economies are facing many challenges with uncertainty about containment of the pandemic. The pandemic is adding urgency to the need for broad tax system reform—in order to overcome pressing revenue challenges and take opportunities for more medium-term improvements in tax systems. Low income developing countries are seeing significant, and possibly sustained, declines in their average tax-to-GDP ratios. On average, the RMTF countries are expected to experience a decline in their projected tax to GDP ratios at end-2020 on the order of two points of GDP – a significant projected decline that will pose major challenges for most of the countries to reverse. At the same time, they are ramping up spending to address larger needs due to the pandemic and support the economic recovery. Domestic revenue mobilization is thus a critical priority. The crisis also provides opportunities for structural changes, a focus on “greening the economy”, and to address enduring issues relating to equity, including gender equity, in tax systems.

The RMTF, a partnership with several development partners, is an important vehicle through which the IMF is supporting member countries in strengthening their tax systems during and after the current pandemic. The RMTF’s focus on country needs has allowed the Fiscal Affairs Department (FAD) to provide sustained capacity development (CD) during a difficult period and adapt to address emerging issues brought about by the pandemic. Without the RMTF, the IMF would have lacked the resources and the ongoing CD programs and relationships with country authorities to be able to respond as quickly as it has done, even with all the challenges of a continuing uncertain environment and the difficulty of communications.

CD delivery has continued, all remotely, which is a testament to the IMF’s commitment to assisting member countries, and to country authorities’ interest in continuing to receive IMF assistance in tax matters. CD delivery was however at a reduced pace during the period (US\$ 4.4 million compared to US\$6 million in the same period last year) due to the travel restrictions and country capacity constraints.¹ Additionally, many missions were initially delayed until a new *modus operandi*, including mission content could be agreed upon and tested taking into account factors such as absorption capacity, state of technology, etc. CD engagement with countries was also uneven across regions. For example, in regions with significant time difference, remote CD does not allow delivering the same in-country CD—full diagnostic and

¹ The second half of FY2021 is likely to pick up drastically as countries are now more accommodating of remote CD.

reform design strategies are not possible, or extremely costly. Delivery of remote CD activities is much longer in duration than in-person CD, raising costs and, more importantly, making it more challenging for staff members who need to work overnight. CD delivery has also faced problems of communication capabilities in countries, some of them with very poor connectivity that hampers their ability to benefit from high-quality CD. Thus, even though remote CD delivery does not incur travel costs, there are other costs that make CD delivery more expensive in several dimensions, leading to less coverage and less intense CD support to member countries.

In many countries, CD focused on business continuity, implementing government COVID response programs, and safeguarding revenue from further decline. A focus on short- and medium-term structural reforms was also maintained with progress made in enacting new laws, preparing tax expenditure estimates, strategic planning, improving the integrity of the taxpayer register, digitalizing filing and payment procedures, data cross matching, and audit. The Box below - "RMTF AT-A-Glance", December 2020, Section II - and Appendix 2 provide further details on CD focus and key results.

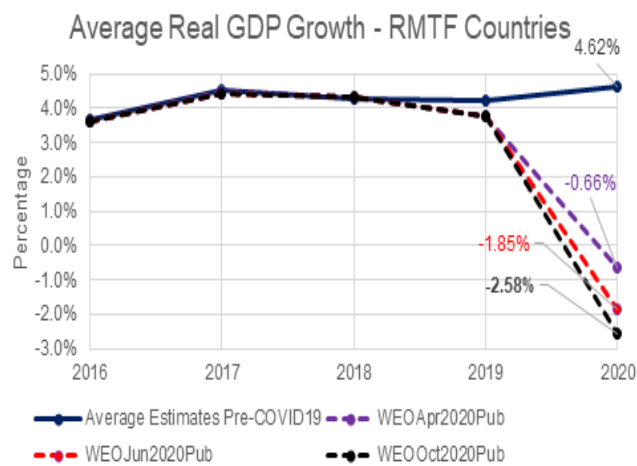
A total of 18 country CD projects will end during the period before June 30, 2021. In this regard, discussions with the authorities regarding the next steps are at various stages but they have not been easy as country officials are currently solely focused on the immediate challenges they face. Eight of these country CD projects (Central Africa Republic (CAR), Congo Democratic Republic (Congo, DR), Côte d'Ivoire, Ethiopia, Honduras, São Tomé and Príncipe, Mali, and Uzbekistan) and two training modules are presented to the SC for renewal or activation (Table 8). Progress regarding the other 10 country projects where discussions are still taking place will be reported as decisions are taken by country officials. Three project completion reports (for Guinea, Sri Lanka, and West African Economic and Monetary Union (WAEMU)) are also presented at Appendix 5. All show major achievements but also challenges faced.

As countries progressively move to the recovery phase, focus will shift to bringing tax operations and revenue performance back to pre-COVID-19 levels and looking ahead to addressing medium-term institutional reform issues. As countries recover from the pandemic, reform priorities and CD needs will likely shift. Project outcomes and milestones will continue to be re-evaluated through the recovery phase to ensure alignment with shifting priorities. Additionally, and recognizing the magnitude of challenges countries will face as they seek to reopen their economies, countries will focus on preparation of post-COVID strategies including, in some countries, the preparation of a medium-term revenue strategy (MTRS) to help address short- and medium-term challenges related to the pandemic and meeting the Sustainable Development Goals (SDGs). CD delivery is therefore expected to recover back to pre-COVID levels as, despite saving on travel, support in the above areas will likely take longer periods.

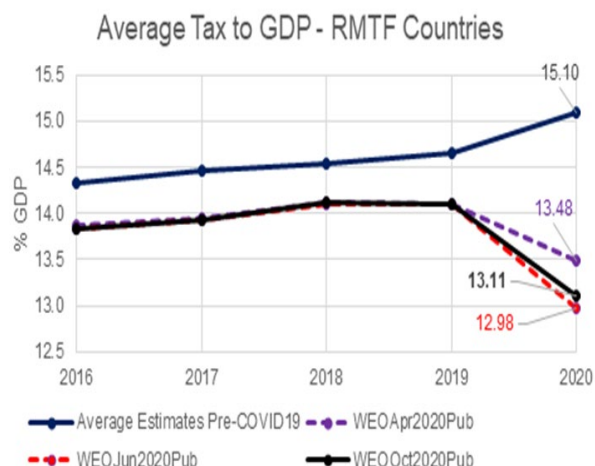
RMTF AT-A-GLANCE – DECEMBER 2020

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.

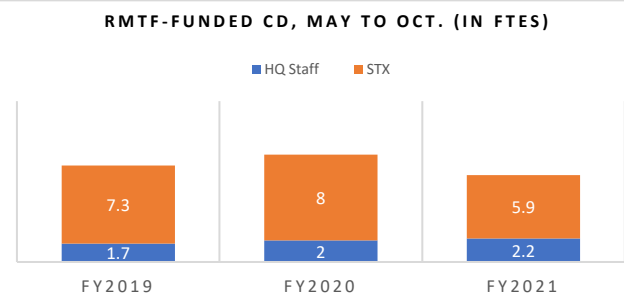
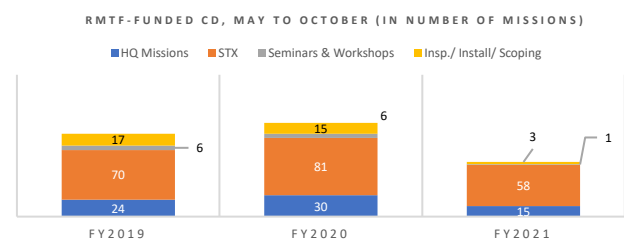
The economies of RMTF-beneficiary countries are expected to contract sharply in 2020, largely due to impacts of the pandemic...



As a result, the average tax-to-GDP ratio in RMTF countries could drop by up to 2 percentage points of GDP in 2020 compared to 2019...



CD via the RMTF continues to help the beneficiary country address the challenges presented by the pandemic but delivery was at a reduced pace in the period due to travel restrictions and country capacity...



Key reform milestones achieved...

- ✓ Enactment of new revenue enhancing laws in Angola.
- ✓ Completing diagnostic assessments; tax expenditure analysis in Pakistan; VAT gap study in Rwanda, and TADAT in Georgia.
- ✓ Preparation of business continuity plans and revenue safeguarding action plans in several countries.
- ✓ Preparation of a five-year Strategic Plan in Malawi.
- ✓ Progress toward formulating a medium-term revenue strategy in Rwanda and mid-term plan in Ethiopia.
- ✓ Strengthening the headquarters function in Uzbekistan and reorganizing the tax administration along functional lines in Chad.
- ✓ Building capacity in, and institutional frameworks for, data analytics in Ghana, Sierra Leone, and Mongolia.
- ✓ Design of, and improving capacity in, compliance improvement plans in Mongolia.
- ✓ Cleansing of the taxpayer registers in Benin, Georgia, Mali, and Mauritania.
- ✓ Expanding e-procedures in Benin, Cabo Verde, Georgia, Mali, and Uzbekistan.
- ✓ Information technology modernization strategies and integrated tax administration systems implementation initiatives in Ethiopia, Ghana, Sierra Leone, and Sao Tome and Principe.

I. INTRODUCTION

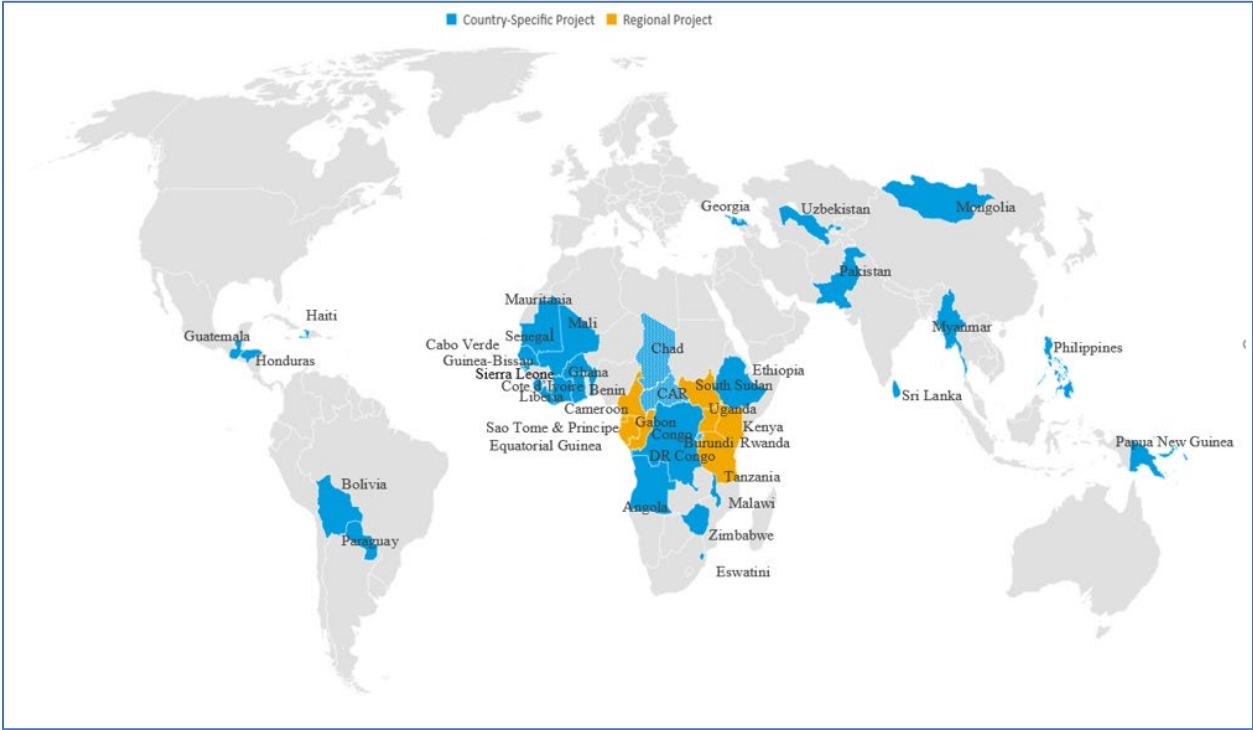
1. **The RMTF portfolio currently stands at a total of 43 active CD projects—Table 1.** CD demand under the RMTF reflects the need by low- and lower-middle income countries to generate sustainable revenue to finance essential infrastructure and the social spending needed to address the pandemic and its aftermath and to meet growth and development objectives. Table 1 below shows that the current RMTF portfolio stands at 43 active CD projects and up to 124 modules covering a variety of topics in tax policy and revenue administration. Thirty-four are country CD projects, two are regional CD projects, while seven focus on specific modules for training, diagnostic tools, and applied analytical work.

Table 1. Summary of RMTF Portfolio (active projects)

Project Name	Modules	1	2	3	4	5	6	7	8	9
Angola: Revenue Administration Reform	I, II, IV, V									
Benin: Tax Administration Reform	IV, V									
Bolivia: Strengthening Tax Policy and Administration	I, II, IV, V									
Burkina Faso: Improving Revenue Administration	I, V									
Cabo Verde: Building Institutional Capacity in Tax Administration	I, V, VI									
Central African Republic: Tax Administration Reform	V									
Chad: Strengthening Revenue Administration	I, V									
Congo, DRC: Controlling Tax Expenditures and Streamlining Nuisance Taxes	II, V, VI									
Cote d'Ivoire: Tax Administration Reform	IV, V, VI									
Ethiopia: Foundational Reform for Sustainable Compliance	I, V									
Georgia: Revenue Administration Reform	I, III, IV, V									
Ghana: Advancing Revenue Reforms and Modernization	I, III, IV, VI									
Guatemala: Strengthening Tax Policy and Administration	I, II, IV, V									
Guinea Bissau: Building Institutional Capacity in Tax Administration	I, IV, V, VI									
Haiti: Modernizing Tax System Through New Tax Code	II									
Honduras: Modernizing Revenue Administration	I, II, IV, V									
Liberia: Building Institutional Capacity in Tax Administration	I, II, IV, V, VI									
Malawi: Revenue Administration Project	I, V									
Mali: Strengthening Tax Administration	IV, V, VI									
Mauritania: Tax Administration Reform	IV, V									
Mongolia: Improving Taxpayer Compliance	II, IV, V, VI									
Myanmar: Tax Policy and Administration Strengthening	I, II, III, IV, V, VI									
Pakistan: Tax Policy Reform	II									
Papua New Guinea Revenue Mobilization: Medium-Term Revenue Strategy	I, II, III, IV, V, VI									
Paraguay: Revenue Administration Reform	IV, V									
Philippines: CD on Tax Treaty Negotiations and Other International Taxation Areas	II									
Rwanda: Foundations for Sustainable Domestic Revenue Mobilization Capacity	II, III, IV, V, VI									
Sao Tome and Principe: Tax Administration Reform	I, III, V, VI									
Senegal: Launching and Supporting a Medium-term Revenue Strategy	II, III, V, VI									
Sierra Leone: Embracing Reform to Revenue Mobilization	I, III, IV, V									
Sri Lanka: Improving Taxpayer Compliance	II, IV, V, VI									
e-Swatini (Swaziland): Tax Administration Strengthening Program	III, IV									
Uzbekistan: Tax System Reform	I, II, III, IV, V, VI									
Zimbabwe: Foundations for Sustainable Tax Compliance	I, V									
EAC: Tax Coordination and Tax Treaty Negotiation	II									
CEMAC: Enhancing DRM through Tax Harmonization Framework	II									
RA-FIT/ISORA: Data Gathering, Analysis and Dissemination	VIII									
Building Tax Policy Analysis and Revenue Forecasting Capacity	VII									
Tax Administration Capacity Training (e-TACT)	VII									
Autonomy in Revenue Administration	IX									
International Tax Notes	IX									
VAT Webinars	VII									
Total modules	125	22	19	10	21	30	16	3	1	3

2. **Active CD projects are also distributed across a broad range of geographical regions:** Africa (20 and accounting for about half of RMTF resources), 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



3. **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.

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.

II. DEVELOPMENTS AND OUTLOOK

A. Impact of COVID-19 Pandemic

4. The June 2020 Annual Report (pages 9-14) provided details of the IMF response to the pandemic. The initial response, with RMTF financing, focused on the preparation of several [special series notes on COVID-19](#) covering fiscal issues around which granular and country-specific advice was designed.⁴ CD delivery was also adjusted to remote delivery to address short-term and business continuity issues while maintaining some focus on medium-term structural reform issues. Several examples of work done are provided in this report.

5. The pandemic has had a tremendous impact on the workflow. On one hand, it initially delayed many missions until a new *modus operandi* could be agreed upon and tested, and also affected the content of many missions, focusing on what could be accomplished remotely taking into account factors such as absorption capacity, state of technology, etc. On the other hand, it has engendered a flow of urgent requests for immediate recommendations on mitigation measures (either directly or through area departments of the IMF), as well as on post-pandemic recovery strategies. CD engagement with countries has also been uneven across regions. For example, in regions with significant time difference, remote CD does not allow delivering the same in-country CD—full diagnostic and reform design strategies are not possible, or extremely costly. Delivery of remote CD activities is much longer in duration than in-person CD, raising costs and, more importantly, making it more challenging for staff members who need to work overnight. CD delivery has also faced problems of communication capabilities in countries, some of them with very poor connectivity that hampers their ability to benefit from high-quality CD. Thus, even though remote CD delivery does not incur travel costs, there are other costs that make CD delivery more expensive in several dimensions, leading to less coverage and less intense CD support to member countries.

6. In spite of the challenges in many countries, CD has been sustained and about 50 percent of our long-term experts (LTX) remained in their assigned countries, working remotely but continuing to provide valuable local support to their counterparts.⁵ And in many countries, engagement has improved as, rather than waiting for the next HQ or expert visit, more regular counterpart communications have been established with our HQ teams, including through virtual meetings, allowing for a more constant dialog with the countries. Beneficiary countries, for the most part, have adjusted relatively well to virtual CD delivery but not in all cases. For example, CD was not delivered during the period under review to Burkina Faso, Philippines, Sri Lanka, and Zimbabwe as the authorities sought to delay the CD, unsure they would cope with virtual delivery. With the exception of the Sri Lanka project that is coming to an end, plans for the second half of the year have been finalized with these countries and CD support has been planned (for all other ongoing projects).

⁴ <https://www.imf.org/en/Publications/SPROLLS/covid19-special-notes#fiscal>

⁵ The others were evacuated to their home countries but continued to provide CD remotely.

7. FAD has continued to improve its approach to virtual CD delivery, including by hosting an internal webinar for staff to discuss CD approaches that have worked in the context of the pandemic.

This event provided an opportunity for staff to share experiences and learn from each other with a focus on challenges, what has worked, and new approaches. Some of the conclusions of the webinar are that FAD staff should: (1) continue involving the IMF Resident Representatives, IMF country team, Regional Capacity Development Centers (RCDCs), and other development partners in the preparation and delivery of the remote missions; (2) improve capacity in developing better and interactive online material and greater use of e-platforms; (3) continue to use, where possible, experienced experts with knowledge and existing relationships in the respective countries and also seek to help the authorities to design tools for their own use; (4) use innovative ways to address time zone differences and weak capacity issues, such as making adjustment in terms of: work times, number of sessions, and on alternate days, more targeted mission scope, and missions run over longer periods of time; (5) seek the authorities' perspective views and feedback specifically on remote CD delivery and expectations henceforth and consider using real-time automated feedback tools on the WebEx meeting platform.

8. RMTF project managers have continued to support beneficiary countries through on-demand CD.

The support draws largely from lessons learned so far, including the importance of, amongst others, strengthening risk management procedures, modernizing and digitalizing core business procedures, and business continuity planning. On-demand CD has been aided by the flexibility of the RMTF program which allows reorientation of project design to address emerging issues, e.g., by introducing new outcomes and milestones.⁶ In this regard, a number of projects (e.g., Bolivia, Cabo Verde, Chad, Guatemala, Senegal, Mali and Mongolia) introduced milestones, for example, around the design of a business continuity plan (BCP). Helping the authorities prepare BCPs was aimed at: (1) maintaining the operation of revenue administrations' most critical operational and support functions at an acceptable performance level; (2) protecting the health and safety of revenue administration staff and taxpayers; (3) protecting the revenue administration's essential facilities, records, and other assets; and (4) ensuring they were in a stronger and more prepared position to face future crises —see Mongolia example in Box 1.

9. The support to Mongolia is being leveraged to assist tax administrations in other countries.

IMF staff has used the Mongolia BCP to inform the development of BCPs in other countries. In addition, the IMF organized a virtual BCP workshop with officials from five tax agencies to share experiences in business continuity planning during the pandemic.⁷ Finally, the IMF recently published a Technical Note titled "Designing a Business Continuity Plan for an Epidemic," which draws heavily on the experience from Mongolia.⁸ The Note is based largely on the CD work from the RMTF-funded mission to Mongolia. This is a good example of how the IMF leveraged a RMTF project in one country to support its wider membership

⁶ Subject to controls as laid out in the RMTF Operational Guidance Note.

⁷ Australia, Malaysia, New Zealand, Thailand, and United States of America.

⁸ <https://www.imf.org/en/Publications/TNM/Issues/2020/11/10/Tax-Administration-Designing-a-Business-Continuity-Plan-for-an-Epidemic-49838>

with advice in a specific technical area lending itself to the subsequent creation of a standard product that can aid country administrations and CD work in other countries with only limited additional time and investment.

Box 1. Mongolia: RMTF Support in Business Continuity Planning during the Pandemic

Mongolia's tax administration was fortunate to have avoided major disruptions in its operations from the first wave of the pandemic due in part to the government's quick response to the pandemic. However, tax administration remains highly vulnerable to a more severe outbreak because some of its functions and processes are paper-based, require face-to-face interactions with taxpayers, and have minimal remote work capabilities. In this context and at the request of the General Department of Taxation (GDT), the RMTF project assisted the GDT to design a BCP that could be deployed quickly in the event of subsequent the pandemic.

In line with international good practice, the BCP consists of: (1) a crisis management team (CMT) with formalized procedures for activating the CMT and deploying the BCP; (2) a set of action plans to ensure that the GDT's most important functions and work processes continue to perform effectively during a pandemic; (3) a set of support plans covering health and safety, workforce redeployment, information technology, and office facilities; and (4) a communication strategy. These plans are tied together by additional measures to enhance the GDT's remote work and disaster recovery capabilities.

A step-by-step approach was followed in developing the BCP. First, IMF staff and GDT officials designed and applied a methodology to rate the criticality of each of the GDT's (400) tax administration functions and work processes. Second, for those functions rated as "mission-critical," their underlying work processes were assessed to identify vulnerabilities to disruption from a pandemic. Third, the mission-critical functions were redesigned to withstand the potential disruptions until the pandemic abates and normal operations can be restored. The IMF assisted the authorities in initiating discussions with the Asian Development Bank on possible financing for deploying the BCP (including purchase of laptops and other equipment).

The BCP was intended to be deployed in two phases: (1) partial deployment in mid-October 2020 which coincided with the beginning of Mongolia's flu season when some medical experts perceive a risk of a second wave of the pandemic; and (2) full deployment by end-December 2020, which coincides with peak flu season when the risk of a pandemic may be highest.

However, the BCP was in fact deployed following an outbreak of community transmission and the imposition of new emergency lockdowns in Ulaanbaatar from November 11, 2020. Aided by the running of a recent successful test scenario with FAD support, the GDT immediately activated its CMT and deployed relevant parts of the BCP, including moving almost all GDT staff to remote working; this has reconfirmed the need for additional investments in laptop computers and other infrastructure support.

10. Box 2 provides an illustration of the re-prioritization of support to Cabo Verde in diverse areas, including digitalization of revenue and compliance monitoring systems. Following the pandemic, Cabo Verde's tax administration (*Direção Nacional de Receitas do Estado-DNRE*) DNRE sought IMF support in BCP and a tax revenue recovery plan, in addition to the ongoing structural reforms that were being implemented. Support was provided via the existing RMTF project with good progress achieved—see Box 2—as a result of the commitment and professionalism of the DNRE management and staff.

Box 2. Cabo Verde: RMTF Support with Acceleration of Digitalization during the Pandemic

The BCP and the tax revenue recovery plan developed with RMTF support were promptly implemented. Focused on protecting staff and taxpayer's health and safety, the BCP was quickly implemented, including the creation of a CMT, allowing work from home, creating work in shifts, and ensuring essential functions and process flows. The tax revenue

recovery plan was also implemented to mitigate the pandemic impacts on tax revenue, including: measures to safeguard tax compliance, installment payment plans for taxpayers affected by the pandemic, new remote services in DNRE's website, and focusing the resources in the large taxpayers segment, which is more enabled to deal with remote solutions.

To allow the authorities to make timely decisions, a real-time revenue analysis dashboard (READ) was developed.

The READ dashboard provides for real-time analysis of collection against the target and previous years, by taxes and economic sectors' behavior, and by field offices. The tool was developed using a free version of Microsoft Power Business Intelligence (Power BI), which is known to information technology (IT) specialists at DNRE. The source code was also provided to the authorities so that the DNRE can enhance and add new features to the revenue analysis tool.

An electronic tool to monitor large taxpayer compliance was also developed. In the context of the pandemic, the primary concern of the DNRE was to ensure tax revenue flow with a priority placed on the large taxpayers that account for about 65 percent of total tax revenue. Using a Power BI tool, automated and up-to-date data-matching helps identify and monitor a number of compliance indicators. A small group of tax officers was trained remotely in the use of Power BI and are now actively using the tool. The tool is used to not only facilitate enforcement work but also to promote voluntary compliance.

11. As countries progressively move to the recovery phase, focus will shift to bringing operations back to pre-COVID levels, returning compliance to earlier levels, and looking ahead to addressing medium-term institutional issues. Reorientation of projects will likely continue through the recovery phase of the pandemic. As illustrated in Cabo Verde, Mongolia, and other RMTF countries, the pandemic required quick actions to respond to the pandemic. As countries recover from the pandemic, priorities and CD needs will likely shift. Project outcomes and milestones will continue to be re-evaluated through the recovery phase to ensure alignment with shifting priorities.

B. CD Focus and Results

Overview

12. CD under the RMTF continues to be coordinated closely with the Managing Natural Resource Wealth (MNRW) Thematic Fund, the RCDCs, and other active development partners. While coordination of CD is necessary all the time, it is particularly critical during the pandemic. In this regard, linkages between staff in headquarters (HQ) (RMTF and MNRW) and advisors based in RCDCs have been further strengthened with joint strategy meetings and consultations with the officials. Contact with the key development partners was maintained, including joint activities when possible. Building capacity of the officials to manage CD programs in their countries is critical. In this regard, work in Ghana and Sierra Leone has focused on helping the authorities to put in place a framework for managing reform programs, including CD. Additionally, a prototype matrix capturing key information on all CD partners is being developed in the two countries and potentially could be rolled out to other countries.⁹ The discussion below provides information on areas of CD focus under the RMTF during the first half of FY21 and selected results.

⁹ The objective of the matrix is to provide a structured and automated framework for the authorities to capture, manage, and evaluate all (in cash or kind) development partner support for their reform and modernization initiatives. It includes a 'summary dashboard' which provides a quick record of the involvement of each of the development partners and all reforms and

Module 1 (reform strategy and management)

13. Work in this area shifted to review of medium-term and/annual plans, including preparation of BCPs to address the emerging challenges. A number of countries were also supported in putting in place administrative arrangements to implement pandemic-related measures and measures to safeguard revenue from further collapse. Focus on the short-term was therefore predominant in many countries, as discussed above. A few countries, however, remained focused on the short- and medium-term. Malawi, for example, completed preparation of its five-year Strategic Plan and deployment of annual business plans that address both pandemic and short-term issues. In Ethiopia, in addition to preparing plans to address the immediate pandemic, substantial advice was sought and provided in tax policy and revenue administration as input to the authorities' medium-term revenue mobilization plan, which is the mid-point of Ethiopia's 10-Year Prosperity Plan. In Rwanda, focus on formulating a MTRS was maintained with completion of key diagnostic assessments and analytical work, which will help inform the design of the MTRS. Myanmar has updated its reform plans and strengthened reform governance arrangements. Going forward, and recognizing the magnitude of challenges countries will face as they seek to reopen their economies, countries will focus on preparation of post-COVID strategies including, in some countries, the preparation of a MTRS to help address short- and medium-term challenges related to the pandemic and meeting the SDGs.

14. MTRS webinars for AFR and APD countries, under the auspices of the Platform for Collaboration on Tax (PCT), are planned for February and March 2021 respectively. The webinars will review countries' experiences with designing and implementing MTRSs thus far, and will allow other countries to learn about the process of, and benefits from, adopting an MTRS as a way to recover from the pandemic and 'build resilient, more inclusive, and greener economies. In this regard, and among other things, they will discuss: balancing short- and medium-term priorities during the pandemic; and how tax system reform relates to the SDGs in the post-pandemic period. While these events will not be financed by the RMTF, RMTF-beneficiary countries will play a key role in discussing their experiences and helping draw lessons from designing and implementing MTRSs.

Module 2 (tax policy design)

15. This work generally focusses 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. Although some of these projects are now concluding (e.g., Haiti, Guinea) or have been closed due to shifting priorities (Sri Lanka), most were able to continue despite the pandemic or are adapting to changing country priorities and temporary constraints. In Senegal, for example, the authorities finalized their draft MTRS document, and incorporated into their plan many tax policy measures based on past CD recommendations. They are now in the process of reviewing and possibly expanding the scope of CD to better adapt it to their new strategy.

modernization program and activities in the tax administration. The prototype has been discussed with partners in the two countries.

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), value-added tax (VAT), and property tax), preparation of a roadmap for adoption of transfer pricing regulations and commencement 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 Papua New Guinea (PNG), the new draft Income Tax bill is out for consultation and support being provided to address the comprehensive and constructive comments received from taxpayer organizations.

Module 3 (tax administration organization)

16. Work in this area slowed as focus shifted and resources were reallocated to address emerging pandemic-related issues. However, there were a few countries where reforms in this area were implemented with visible results. For example, in Uzbekistan the tax administration STC headquarters was significantly strengthened with its staff number nearly doubled, and it is organized around the tax administration core functions. In Chad, reorganization of the tax administration along functional lines was implemented following a decree in April 2020.

Module 4 (tax administration corporate and compliance risk management CRM))

17. This remains a critical area and advice was provided in a number of countries with good results. For example, following support under the RMTF, the authorities in Mauritania identified high-level compliance risks, set up risk registers for the large and medium taxpayers, and developed compliance improvement plans (CIPs) for these segments. The Mongolian authorities continued its positive work in this area with the implementation of compliance improvement strategies for 2020 and commencement of the development of strategies for 2021, including new strategies for high net wealth individuals (HNWI) and the hidden economy. In Eswatini, a CRM reporting process is under development as one aspect of a broader effort to fully embed CRM into the daily business activity of the tax administration, an area that continues to be of concern in many countries. CRM training and CD activities were also provided, with good results, to Georgia (preparing CIP for 2021), Honduras, Mali, and Paraguay authorities (improvement of CRM practices).

Module 5 (Tax administration core business functions and procedures)

18. This remained an active module with many countries seeking to modernize and digitalize core business functions, including to support operations during remote working. For example, progress was made with cleansing of the taxpayer registers in Benin, Georgia, Mali, and Mauritania. Procedures in the areas of tax invoicing, filing, and payment were digitalized further in, for example, Benin (expanded e-processes to medium taxpayers), Mali (roll out of e-filing and e-payment), and Uzbekistan (roll out of e-invoicing). The Paraguayan authorities also continued working on introducing VAT e-invoices as part of an overall VAT CIP. Management of VAT refunds was also a focus area with good results in Benin and Georgia

(role out of automated risk-based system, with plans made for automatic refunds), with Uzbekistan continuing to refund VAT credits to eligible taxpayers and achieving 96 percent on-time filing for the Large Taxpayer Office (LTO), including during the pandemic. Myanmar continues to make progress with centralizing the core functions of tax return and payment processing and taxpayer services, supported by the development of standard operating procedures.

Module 6 (Tax administration support function)

19. Several countries were supported in their efforts to implement new or integrated tax administration systems (ITAS). ITAS implementation initiatives were typically supported by other development partners, e.g., the World Bank in Sierra Leone, the African Development Bank in ST&P, with the IMF providing quality assurance guidance in the areas of process assessment and functional specifications, and ITAS project governance and management. Focus was also on development of IT strategies and plans for ITAS implementation, e.g., in Ethiopia. In Côte d'Ivoire, a new ITAS was rolled out to all the tax offices (in the capital and the region) and is now the only operating tool for managing all tax function.

Module 7 (Training and Peer Learning)

Training Workshops

20. 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. Only one standalone training workshop was delivered; revision of the personal income tax (PIT) CEMAC Directive.

Virtual Events on the VAT

21. Following approval of the SC to host a series of virtual event on the VAT, two webinars were hosted (one during the review period and another one in November). The webinars were well attended with participants actively participating.¹⁰ The first one held on September 23, 2020, 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, and the emerging challenges. It also discussed what the future holds. The second one, held on November 17, 2020 was also well attended. 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 also looked at the VAT design in the new norm following the pandemic, and discussed what features of the VAT, if any, might need to be adjusted. It also explored

¹⁰ See further details at: <https://www.imf.org/en/News/Seminars/Conferences/2020/09/01/imf-rmtf-webinar-series-on-the-vat>.

political economy issues around the VAT in the post-COVID-19 world, and whether the pandemic creates an opportunity to undertake bold VAT reforms. RMTF beneficiary countries are participating actively in these webinars.

Electronic Tax Administration Capacity Training (e-TACT)

22. Development and delivery of the two pilot modules is on track for completion in January 2021. The technical content for the strategic management and reform management modules have been completed, and the IMF's Institute of Capacity Development (ICD) is currently transforming the material into online learning content. Video production of the two modules is scheduled for November 2020 and piloting of the modules is scheduled for January/February 2021. An interim (Internal) evaluation of the project was conducted by the project manager to identify lessons learned for future module development. In particular, the quality control process took considerably longer than expected, and care must be taken to ensure the technical content remains within the 6-8 hours of learning targeted for each module. No delays were experienced due to the pandemic. However, special approval is being requested to allow the video production to continue while IMF headquarters remains closed to non-essential personnel. A plan has been developed for Phase II of the curriculum development, including the remaining six modules in Part A covering Institutional Governance, Management and Support (see Appendix 1).

Revenue Forecasting and Analysis

23. Development of the online course is progressing well despite the challenges ensuing from remote working. Modules 1 and 2 are now finalized, including filming and uploading all content onto the edX platform. Module 1 discusses the principles of good tax policy as well as the institutional structure needed to support revenue forecasting and tax policy analysis. Module 2 offers an introduction to revenue forecasting techniques and presents different conditional and unconditional models, discusses different data issues one may encounter, and explains how to go about assessing forecast errors. Substantive work on Module 3 is now complete and in-studio filming is expected to take place in November. This module will focus on forecasting and analysis of indirect taxes. Work on Module 4 (forecasting and analysis of direct taxes) is proceeding concurrently with the aim to film this last module in the coming months. The pandemic has had no direct impact on the course, although the increasing workload on staff has contributed to slight delays.

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

ISORA/ISOCA¹¹ Update

24. ISORA 2020 was launched in September 2020. Over 135 tax administrations have committed to participation to date, and more than 60 (as at October 26, 2020) have entered data into the online data collection platform. As face-to-face training workshops are not currently feasible, extensive training materials were developed to assist the staff of administrations to complete the survey. A blend of WebEx training

¹¹ International Survey on Revenue Administration/International Survey on Customs Administration.

sessions, establishment of WhatsApp groups, and emailing of individuals are also being used to support participants. The streamlining and shortening of the survey are yielding dividends: within a six-week period of opening the data collection platform, nine countries had completed more than half the survey. While administrations that have completed the survey are already reviewing their data, the data review phase for all participants will begin in January 2021. The aim is to have final ISORA 2020 data available to participants prior to the launch of ISORA 2021. For the first time, and with agreement from the participating countries, all ISORA 2020 data will become publicly available six months after its finalization.

25. Data from the inaugural round of ISOCA 2018 (conducted in partnership with the World Customs Organization) have been finalized. Data provided by 51 customs administrations will be used to compile a report, which is scheduled for completion in April 2021. A detailed analysis of the completeness, consistency, and accuracy of responses to the questions asked in ISOCA 2018 will be undertaken, and this will inform the shape of ISOCA 2021 and other future rounds of the survey.

Analytical work

26. The international tax technical notes are evolving as experience is gained with member countries. Given the complexities of managing international tax compliance risks, a framework was developed to assist countries in assessing their administrative capacity to manage international tax risks. The framework assesses progress toward good practice in six categories of good tax administration, including: (i) people; (ii) systems and compliance risk management; (iii) tools; (iv) data; (v) legislative framework; and (vi) organizational arrangements and governance. A mission to pilot the framework was conducted in September 2020 and this experience has allowed a further refinement of the framework and scoring methodology, which has introduced some delays in finalizing the notes. The practical country experience has resulted in greater precision and incorporates lessons learned from applying the model. Draft versions of the notes will be completed by the end of November 2020. Internal discussions on how best to use the framework are ongoing, after which the notes will be updated and finalized. The target date for completion is December 2020.

27. On-going analytical work funded under the RMTF includes a Working Paper on “Autonomy in Revenue Administration”. The analytical work described in the last update is close to complete and drafting has begun. Using information from ISORA 2018, a group of “more autonomous tax administrations” has been defined with a view to comparing operational performance between that group and the remaining (“less autonomous”) ISORA 2018 jurisdictions. An extensive database has been completed that includes data gleaned from surveys received as well as information gathered from enabling legislation and a variety of other open-source information. Initial research has been completed on how institutional autonomy is reflected in public administration in general to draw comparisons to autonomy in revenue administration. A full working draft is expected by April/May 2021, with final completion around August 2021.

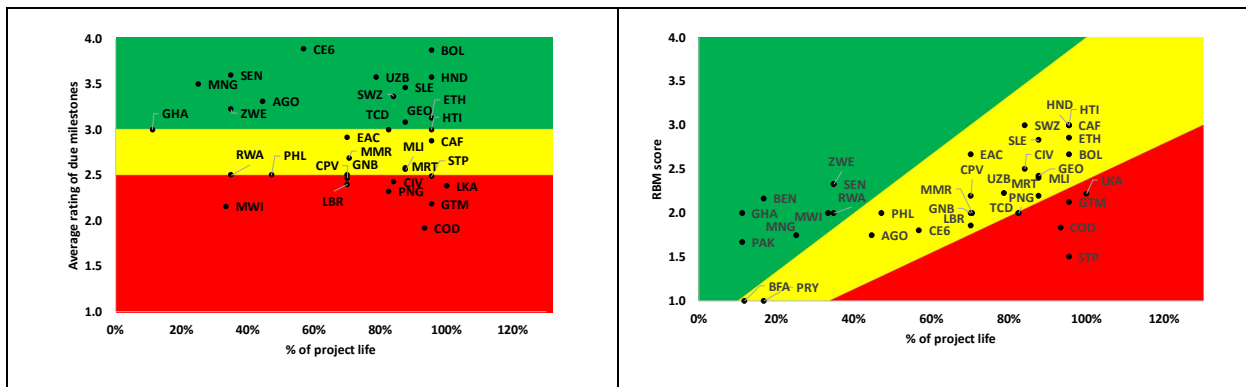
C. Results-Based Monitoring and Evaluation

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

28. RBM performance remained satisfactory despite the impact of the pandemic. The number of projects with an unsatisfactory performance as measured by the average milestone rating in the ‘red’ area in Figure 2 has decreased. Focusing on averages masks the extent of RBM-related activities: the currently active projects total more than 500 milestones that have come due and are being monitored; relative to the previous report, the number of due milestones for these projects has increased by almost 40. More than 60 percent of due milestones have been largely or fully achieved, which bodes well for future outcomes. Currently, close to three quarters of outcomes are not achieved or only partially achieved, but this can be expected to improve as the strong performance of milestones translates over time into improved outcomes.

29. As already mentioned, 8 country CD projects are submitted for extension. Most are reasonably or strongly in the yellow for the RBM score with respect to progress toward achieving project outcomes (except ST&P and Chad both of which are low capacity countries that need substantial assistance). Overall, the countries need further investment on CD as they need more time to complete and/or embed the reforms.

Figure 2. Milestones and Outcome Ratings, by Country/Region¹²



III. FINANCIAL UPDATE

30. The current level of pledges to the RMTF stands at US\$ 82.1 million against the target budget of US\$ 77.0 million. The most recent pledge received is from France, for €5.5 million, was signed in October 2020. Overall contributions received as of October 31, 2020 amounted to US\$ 64.4 million, and combined with the interest earned of US\$ 1.172 million, a total of US\$ 65.57 million has been received into the

¹² 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.

subaccount (Table 2). All transfers from Phase 1, the Tax Policy and Administration Thematic Fund, have been completed.

Table 2. Financial Contributions, As of October 31, 2020
(in millions of US\$)

Partners	Agreement /Amendment Information				Contribution Received		Contribution Expected (U.S. Dollars)		
	Signed Date	Currency	Amount	U.S. Dollars	Agreement Currency	U.S. Dollars	Requested	Future Request	
Partners									
Australia	May 5, 2016	AUD	10.6	7.9		8.6	6.2	-	1.4
Belgium	Nov. 11, 2016 and Sept. 29, 2017	EUR	9.0	10.3		7.6	8.6	1.7	-
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		-	-	-	6.4
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		2.0	2.2	-	0.6
Netherlands	October 7, 2016	USD	5.0	5.0		4.0	4.0	-	1.0
Norway	July 5, 2018	NOK	43.0	5.3		21.0	2.5	-	2.3
Sweden	April 19, 2018	SEK	40.0	4.8		30.0	3.2	-	1.1
Switzerland	October 8, 2016	CHF	7.0	7.1		7.0	7.0	-	-
United Kingdom	June 20, 2019	GBP	1.0	1.3		0.3	0.4	-	0.8
Partners - Total				82.1			64.4	1.7	14.6
Grand Total				82.1			64.4	1.7	14.6
Program Document Budget				77.0					
Funding Surplus				5.1					

31. The projected cashflow position is satisfactory. Table 5 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, we will carefully monitor the implementation and provide necessary support to meet the continuing high demand from the RMTF eligible countries.

Table 3. Cash Flow, As of October 31, 2020
(in thousands of US\$)

Partner	FY2017 FY1	FY2018 FY2	FY2019 FY3	FY2020 FY4	FY2021 FY5H1 FY5H2		FY2022 FY6	FY2023 FY7	Total
Contributions	14,204	14,369	20,834	11,574	3,417	8,608	7,678	548	81,231
Australia	450	1,483	2,928	-	1,306	-	1,491	-	7,657
Belgium	3,274	3,598	1,700	-	-	1,767	-	-	10,339
Denmark	-	-	1,552	3,705	-	-	-	-	5,257
European Commission	-	-	8,210	1,965	2,111	426	426	-	13,139
France	-	-	-	-	-	2,349	4,110	-	6,459
Germany	436	695	229	334	-	-	-	-	1,695
Japan	5,062	5,000	-	-	-	-	-	-	10,062
Korea	-	1,000	-	-	-	-	-	-	1,000
Luxembourg	531	578	564	554	-	530	-	-	2,756
Netherlands	1,000	1,000	1,000	1,000	-	1,000	-	-	5,000
Norway	-	-	2,487	-	-	1,346	1,346	-	5,178
Sweden	-	-	1,162	2,081	-	1,190	-	-	4,433
Switzerland	3,451	1,014	1,003	1,500	-	-	-	-	6,968
United Kingdom	-	-	-	434	-	-	305	548	1,286
Interest Earned	32	210	507	421	1	-	-	-	1,172
Total Cash Available	14,236	14,578	21,341	11,995	3,418	8,608	7,678	548	82,403
Expenses Paid ¹	245	11,505	13,739	14,944	4,431	8,815	16,529	6,758	76,967
Cash Balance	13,991	17,064	24,666	21,717	20,704	20,498	11,646	5,436	

¹Expenses paid include the 7% TFM. FY21 H2 onwards are estimates based on endorsed workplans.

32. The execution progress of active RMTF projects as of October 31, 2020 is shown in Table 4. The table shows an overall budget execution of 60 percent, which is in line with expectations. Budget execution in FY21 H1 is US\$ 4.4 million (Table 3), which is lower than in previous FY20 H1 and FY19 H1 (nearly US\$ 6 million and US\$ 6.7 million respectively) on account of the COVID-19 impact on CD delivery, especially in the first half of the year as countries adjusted to the new mode of CD delivery.

33. The total revised workplan sought will amount to US\$ 76.967 million. US\$ 74.3 million has already been endorsed by the SC in multi-year projects. US\$ 2.645 million is being sought for endorsement at this SC meeting: US\$ 1,699 million for new project budgets and US\$ 0.946 million in budget adjustments and unused budget returned to the pool of the thematic fund (please refer to Table 5, RMTF Proposed Revision, New Modules for Endorsement and Reduction for Information). The available resources of the subaccount, along with the new contributions and pending installments, will be sufficient to finance this work program.

Table 4. Project Financial Status, As of October 31, 2020
(in thousands of US\$)

Country	Approved Budget as of Oct-20	Expenses	Remaining Budget D = (B-C) ^{1/}	Execution (%) E = (C/B) ^{2/}
Technical Assistance	68,346	40,847	27,011	57%
Benin (Old)	1,071	726	-	Completed
Guinea	392	392	-	Completed
Mongolia (Old)	3,851	3,810	-	Completed
Paraguay (Old)	1,527	1,470	-	Completed
Senegal (Old)	1,254	1,254	-	Completed
WAEMU:West African Eco/Monetar	197	152	-	Completed
Ethiopia	1,930	1,806	124	94%
Guatemala	1,458	1,294	164	89%
Haiti	654	576	78	88%
Bolivia	809	698	111	86%
Georgia	3,317	2,658	659	80%
Cote D'Ivoire	1,734	1,380	354	80%
Kingdom Of Eswatini	1,104	873	231	79%
Sao Tome And Principe	1,204	949	255	79%
Honduras	1,190	933	257	78%
Sri Lanka	1,671	1,303	368	78%
Sierra Leone	894	673	221	75%
Central African Republic	691	517	174	75%
Mauritania	684	509	175	74%
Myanmar, Union Of	6,455	4,763	1,691	74%
Uzbekistan	2,484	1,761	724	71%
Mali	1,125	795	330	71%
Chad	1,089	760	329	70%
Papua New Guinea	3,783	2,634	1,149	70%
Congo, Democratic Republic Of	667	442	225	66%
Cabo Verde	1,810	1,143	667	63%
East African Community	884	537	347	61%
Guinea-Bissau	1,892	1,057	835	56%
Liberia	3,021	1,504	1,517	50%
CEMAC - Com. Econ. Mon. AFR Ce	1,604	725	880	45%
Senegal	2,016	816	1,200	40%
Angola	1,341	369	972	28%
Malawi	2,861	522	2,338	18%
Rwanda	1,340	241	1,099	18%
Mongolia	2,592	401	2,191	15%
Philippines	333	40	293	12%
Zimbabwe	1,691	201	1,490	12%
Benin	1,393	89	1,304	6%
Paraguay	1,435	56	1,379	4%
Burkina Faso	1,101	-	1,101	-
Ghana	939	21	918	-
Pakistan	859	-	859	-
Training	1,360	885	475	60%
Building Tax Policy Analysis and Revenue Forecasting Capacity	577	461	115	80%
Revenue Administration Training	26	26	-	-
Electronic Tax Administration Capacity Training	758	398	360	52%
Research Projects	2,338	1,541	797	63%
RA-FIT/ISORA	1,922	1,202	720	63%
Analytical Work: How-to Note on Tax Expenditures	54	54	-	-
Autonomy in Revenue Administration	362	284	77	79%
Scoping Missions	860	800	60	93%
Burkina Faso	155	95	60	61%
Central African Republic	35	35	-	-
Congo, Democratic Republic Of	30	30	-	-
Guinea	27	27	-	-
Haiti	50	50	-	-
Cambodia	108	108	-	-
Sri Lanka	95	95	-	-
Rwanda	103	103	-	-
Sao Tome And Principe	71	71	-	-
Zimbabwe	186	186	-	-
Small Projects	100	102	24	102%
Building revenue administration capacity to manage international tax risks (RMTF)	50	52	-	-
COVID-19: Developing Guidance for RA and TP (RMTF)	50	50	-	-
Workshops	173	99	114	57%
West Africa: Workshop (RMTF)	53	53	-	-
Global VAT Conference (RMTF)	120	46	74	39%
Administrative/Governance Cost	1,146	591	555	49%
Program Management	1,146	591	555	52%
	74,322	44,865	29,449	60%
	4,862	2,935	1,927	

1/ The remaining balance for closed projects is zeroed out upon project completion for reallocation of resources or return to donor.

2/ For active projects only.

**Table 5. RMTF Proposed Revisions and New Proposals for Endorsement
As of October 31, 2020
(in thousands of US\$)**

Country (Project)	Description	Approved Budget in Oct 2020	Proposed Change in Budget	Proposed Multi-Year Budget
New Programs for Endorsement			1,699	
Sao Tome And Principe	New project for endorsement	-	869	869
Honduras	New project for endorsement	-	733	733
Translation of VGAPx online course	New project for endorsement	-	96	96
Revisions to Current Endorsed Projects			946	
Central African Republic	Extension and modification of the existing CD project for endorsement	691	148	839
Cote d'Ivoire	Extension and modification of the existing CD project for endorsement	1,734	518	2,252
Electronic Tax Administration Capacity Training	Extension and modification of the existing CD project for endorsement	758	1,160	1,917
Ethiopia	Extension and modification of the existing CD project for endorsement	1,930	483	2,413
Mali	Extension and modification of the existing CD project for endorsement	1,125	505	1,630
Uzbekistan	Extension and modification of the existing CD project for endorsement	2,484	863	3,347
Angola	Reduction for Information	1,341	(321)	1,020
Global VAT Conference (RMTF)	Reduction for Information	120	(22)	98
Guinea Bissau	Reduction for Information	1,892	(107)	1,785
Liberia	Reduction for Information	3,021	(642)	2,379
Sri Lanka	Reduction for Information	1,671	(343)	1,328
Pakistan	Reduction for Information	859	(214)	645
Papua New Guinea	Reduction for Information	3,783	(321)	3,462
Zimbabwe	Reduction for Information	1,691	(214)	1,477
Benin(Old)	Project ended. Balance returned to the pool.	1,071	(345)	726
Burkina Farso(Scoping Mission)	Project ended. Balance returned to the pool.	155	(60)	95
Mongolia(Old)	Project ended. Balance returned to the pool.	3,851	(41)	3,810
Paraguay(Old)	Project ended. Balance returned to the pool.	1,527	(57)	1,470
WAEMU	Project ended. Balance returned to the pool.	197	(45)	152
Total RMTF portfolio budget to date		74,322	2,645	76,967
Total revised workplan including new proposals				76,967
of which Management Fee				5,035

¹Includes Trust Fund Management Fee.