

Fiscal Affairs Department

Capacity Development in Revenue Administration

The International Monetary Fund (IMF) is a leading source of capacity development (CD) in revenue administration to its 189 member countries. Through the work of the Fiscal Affairs Department's Revenue Administration Divisions, the IMF advises countries in the areas of tax administration, customs administration, and the collection of social security contributions. This revenue administration CD is delivered through many channels and products, including:

- diagnostic/reform strategy missions that assist revenue agencies in assessing their operations and designing reform strategies to improve their performance—in conducting diagnostic the Tax Administration Diagnostic Assessment Tool (TADAT) is used in some cases;
- follow-up missions and the assignment of advisors that help agencies to implement major revenue administration reforms;
- advice on the revenue administration content of IMF-supported economic reform programs;
- research on good international practices and emerging trends in tax and customs administration;
- tax gap analysis through the Revenue Administration Gap Analysis Program (RA-GAP); and
- training seminars and workshops on various topics in revenue administration.

IMF capacity development is provided at the request of its member countries. The assistance often begins with a thorough diagnostic review of a country's revenue agencies that—based on international good practice but taking into account local conditions—leads to the design of a comprehensive strategy for modernizing revenue administration and enhancing revenue mobilization. Assistance is also provided in specific revenue administration areas to support targeted improvement efforts and implementation of the components of modernization strategies. In delivering CD, the IMF seeks to align its revenue administration assistance with countries' broader macro-fiscal policies to achieve macroeconomic stability, reduce fiscal vulnerability, promote economic growth, and alleviate poverty, including by helping countries formulate and implement Medium-Term Revenue Strategies (MTRS).

Activities

The IMF's revenue administration CD spans a broad range of topics and issues. These include assisting revenue agencies to strengthen their strategic plans and planning, and to change management processes; revenue administration foundations (legal framework, organizational structure, management methods, performance measurement, human resource, and information technology strategies); taxpayer compliance management (including tax gap estimate) and core operational processes (registration, returns/declarations and payment processing, taxpayer services and trade facilitation, audit and inspection, collection enforcement, and appeals); and administration of specific tax types (such as value-added tax, customs duties, excises, resource taxation, income taxes, and social contributions) and taxpayer segments (large, medium, and small taxpayers).

The IMF has active CD support in revenue administration in all regions:

- **Asia and the Pacific**—Bhutan, Cambodia, China, Indonesia, Lao PDR, Maldives, Mongolia, Myanmar, Papua New Guinea, Sri Lanka, and Thailand, as well as 16 Pacific Island Countries.
- **Europe**—Albania, Bosnia and Herzegovina, Greece, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Slovenia, and Ukraine.
- **Latin America and the Caribbean**—Barbados, Belize, Colombia, Costa Rica, Grenada, Guyana, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay and Peru.

- **Middle East, North Africa and Central Asia**—Algeria, Armenia, Egypt, Georgia, Jordan, Mauritania, Oman, Saudi Arabia, Somalia, Tunisia and Uzbekistan.
- **Sub-Saharan Africa**—Angola, Benin, Chad, Cape Verde, Cote D'Ivoire, the Gambia, Guinea, Guinea Bissau, Ethiopia, Kenya, Liberia, Mozambique, Nigeria, Senegal, Sierra Leone, South Sudan, Swaziland, Uganda, Zambia and Zimbabwe.

Organization

The IMF's Fiscal Affairs Department (FAD) currently has two Revenue Administration Divisions, as well as divisions for tax policy, expenditure policy, public financial management, and fiscal operations. The Revenue Administration Divisions comprise around 40 professional staff located at IMF headquarters who lead CD programs, and around 80 long-term and short-term advisors who are assisting revenue agencies in some 70 countries. In addition, 17 revenue administration advisors are assigned to the 10 IMF's Regional Capacity Development and Training Centers (RCDCs) in Africa, Central America, the Caribbean, Middle East, and Asia and the Pacific Islands; and 15 advisors are located in specific countries. The advisors (for short- and long-term assignments) are drawn from a large roster of international experts that FAD has individually certified and recruited to undertake assignments in revenue administration as part of the CD programs supporting reforms' implementation. FAD Revenue Administration Divisions closely monitor and backstop the advisors as they carry out their assignments.

Cooperation with other agencies

The IMF attaches great importance to coordinating its CD activities with those of other agencies, both bilateral and multilateral, to achieve synergies and avoid duplication in delivering assistance. To this end, the IMF seeks to enter into cooperative arrangements with other agencies that leverage the IMF's considerable in-house expertise in designing, supporting, and monitoring revenue administration reforms. In addition to the bilateral arrangements with several countries (e.g., Belgium, Canada, China, Denmark, Japan, Netherlands, Norway, and Switzerland), FAD manages two multi-donor thematic funds covering tax policy and administration and managing natural resource wealth. Contributors to these thematic funds comprise Australia, Belgium, Denmark, the European Union, Germany, Japan, Luxembourg, Kuwait, Netherlands, Norway, Republic of Korea, Sweden, and Switzerland. FAD also manages a thematic fund supporting the Tax Administration Diagnostic Assessment Tool (TADAT), a standardized framework to diagnose the relative strengths and weaknesses of a country's tax administration. The TADAT thematic fund finances the TADAT Secretariat (hosted at the IMF) that manages the use of this public and internationally-owned assessment tool.

Cooperative arrangements also exist with the World Bank (WB), the Inter-American Development Bank (IADB), the Organization for Economic Cooperation and Development (OECD), the World Customs Organization, the International Tax Compact, Addis Tax Initiative (ATI), and regional organizations of tax administration—e.g., Inter-American Center of Tax Administrations (CIAT), Intra-European Organization of Tax Administrations (IOTA), and African Tax Administration Forum (ATAF), Pacific Islands Tax Administrators' Association (PITAA), Study Group on Asian Tax Administration and Research (SGATAR), Centre de Rencontre des Administrations Fiscales (CREDAF), Commonwealth Association of Tax Administrators (CATA), and Association of Tax Authorities of Islamic Countries (ATAIC). In April 2016, the Platform for Collaboration on Tax was established, a partnership among IMF, OECD, the United Nation (UN) and the WB to enhance coordination in tax matters. In 2017, the International Survey on Revenue Administration (ISORA) was launched; a partnership among CIAT, IMF, IOTA and OECD to gather institutional and operational information of tax administration worldwide, through the IMF online platform RA-FIT—revenue administration fiscal information tool.

FAD CONTACTS

Revenue Administration 1 (*Asia and the Pacific, Europe, Middle East, Central Asia and North Africa*)

Juan Toro, Assistant Director, Division Chief	jtoro@imf.org	(202) 623-5984
Debra Adams, Deputy Division Chief	dadams@imf.org	(202) 623-4456
Margaret Cotton, Deputy Division Chief	mcotton2@imf.org	(202) 623-6295

Revenue Administration 2 (*Sub-Saharan Africa, Latin America and the Caribbean*)

Katherine Baer, Assistant Director, Division Chief	kbaer@imf.org	(202) 623-6298
Andrew Okello, Deputy Division Chief	aokello@imf.org	(202) 623-8845
Andrew Masters, Deputy Division Chief	amasters@imf.org	(202) 623-5656