

10 Years of Contribution to the Enhancement of Tax Administrations Worldwide

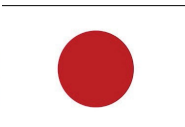
Presentation to the TADAT 10th Year Anniversary Conference

Modeste Fatoing Mopa
Head of the TADAT Secretariat

Washington D.C., June 24, 2024



Federal Ministry
for Economic Cooperation
and Development



Ministry of Foreign Affairs of the
Netherlands



Norwegian Ministry
of Foreign Affairs



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs FDEA
State Secretariat for Economic Affairs SECO



Foreign, Commonwealth
& Development Office



WORLD BANK GROUP

INTRODUCTION

- About 10 years ago an ambitious project named TADAT was launched by the IMF and a group of partners.
- The project was ambitious in its:
 - ✓ **substance** as it intended to offer the tax community a tool to assess in a standardized way the health of tax administration systems across the world.
 - ✓ **approach** as it was meant to be designed and implemented collaboratively.
- 10 years later we can start looking at the results of this endeavor

OUTLINE

1

A Decade in Figures

2

Results to Ponder

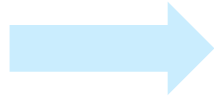
3

Lessons Learned

1: A DECADE IN FIGURES

1

A Decade in Figures



- **Assessments**
- **Training**
- **Outreach Activities**

1: A DECADE IN FIGURES - ASSESSMENTS

107 countries

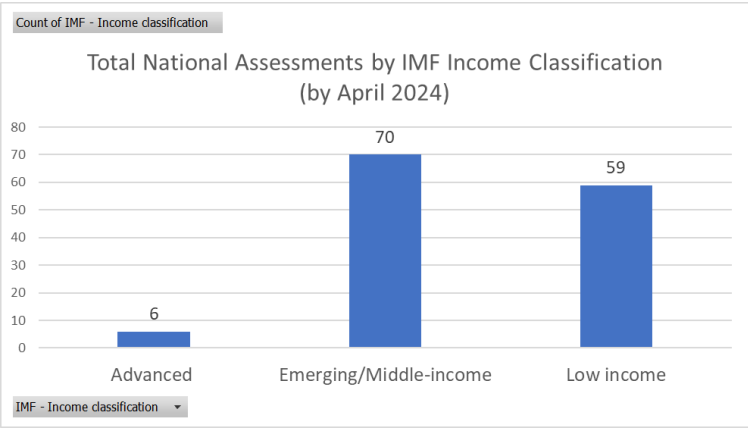
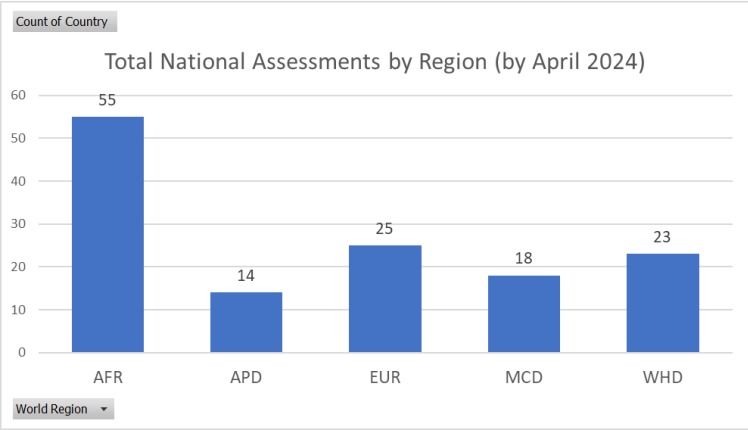
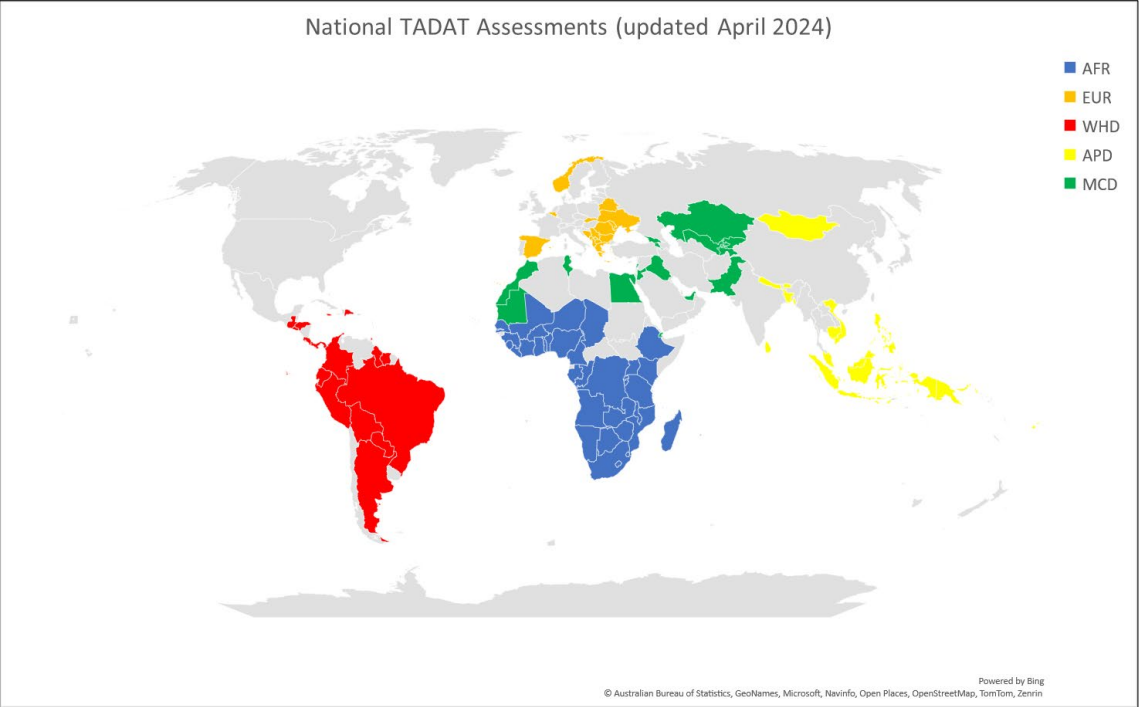
180
assessments

135 national
assessments

45 subnational
assessments

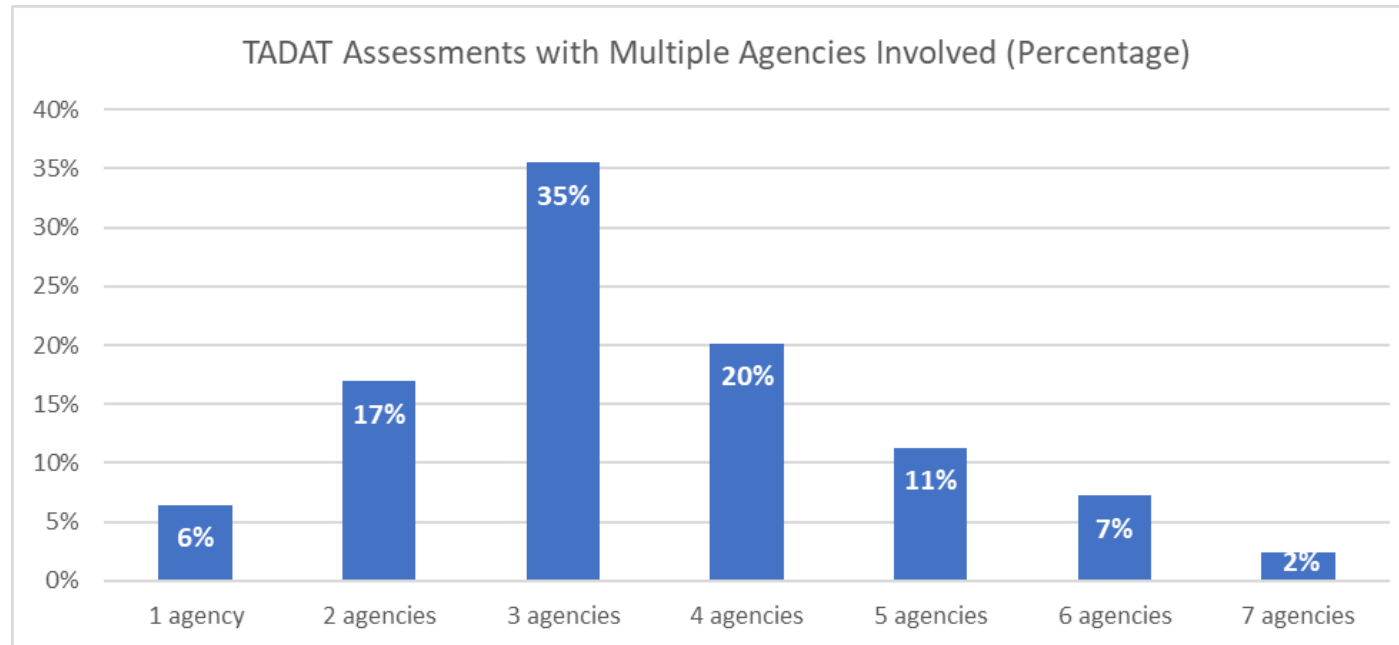
152 first
assessments

28 repeat
assessments



1: A DECADE IN FIGURES - ASSESSMENTS

TADAT assessments are a joint effort



1: A DECADE IN FIGURES – TRAINING & OUTREACH

Training



159 sessions



more than **4,000** people
trained and passed TADAT
exams



626 TADAT assessors

Outreach



264 podcasts (in various
languages) with **32.6K**
downloads



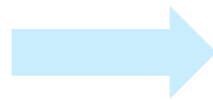
43 Live-casts & Coffee Chats
with **13.3K** viewers



3.3K followers in TADAT's
LinkedIn and YouTube pages

2: RESULTS TO PONDER

2 Results to Ponder

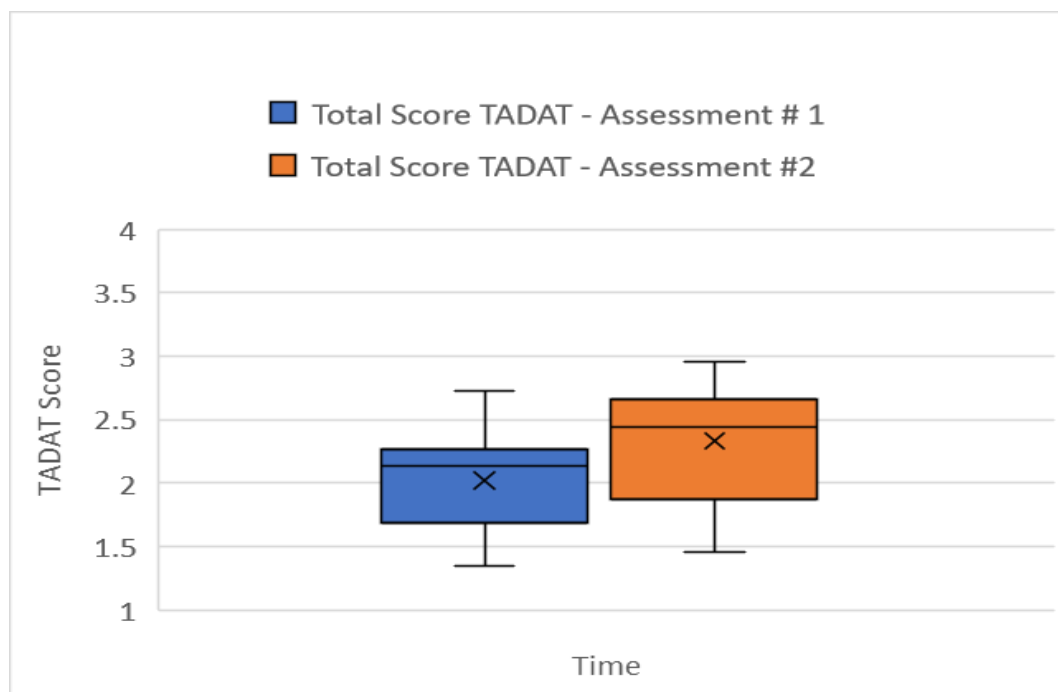


- TADAT results show improvement in tax administrations

2: RESULTS TO PONDER

Progress is evident

*Scores from the first and repeat assessments



Sample: 23 countries

Range of 4-8 years between TADAT assessments, with an average of 5.5 years

Region	# Countries	Income Classification	# Countries
AFR	14	LIDC	15
EUR	7	EME	7
MCD	1	AE	1
WHD	1		

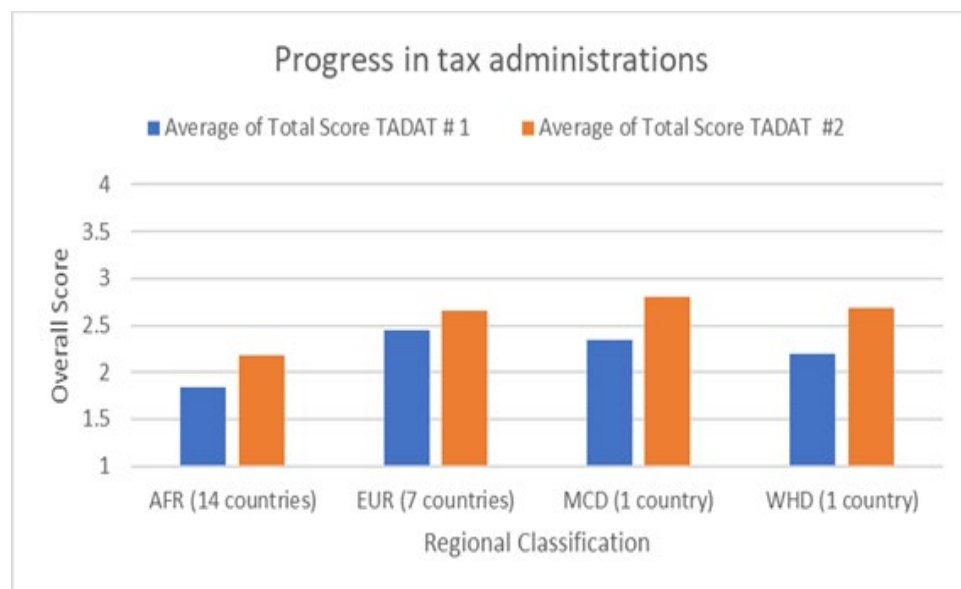
Note:

Based on comparable dimensions

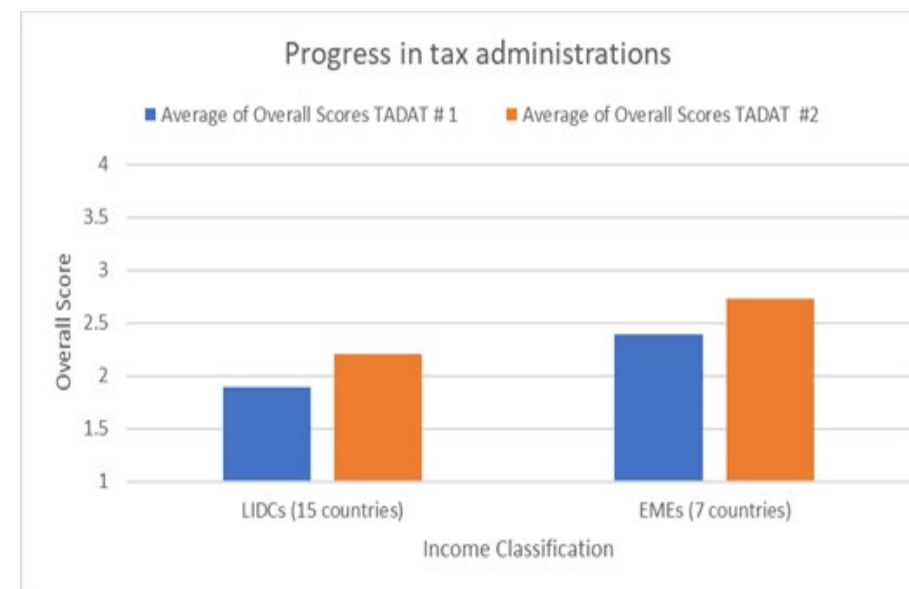
2: RESULTS TO PONDER

Progress across regions and income levels, including FCS

By region



By income classification



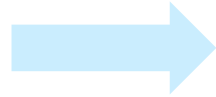
2: RESULTS TO PONDER

Repeat assessments: Overall progress but different by specific area



3: LESSONS LEARNED

3
Lessons Learned



- **Room for improvement**
- **Key takeaways**

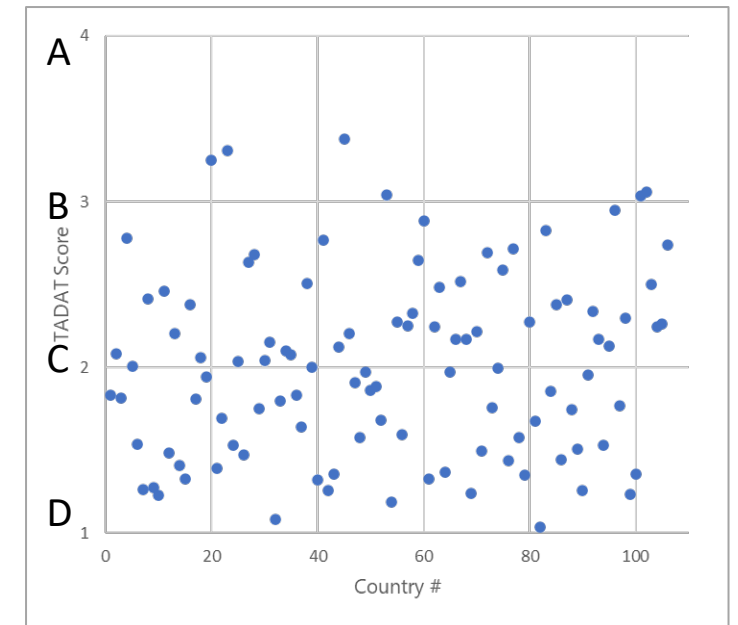
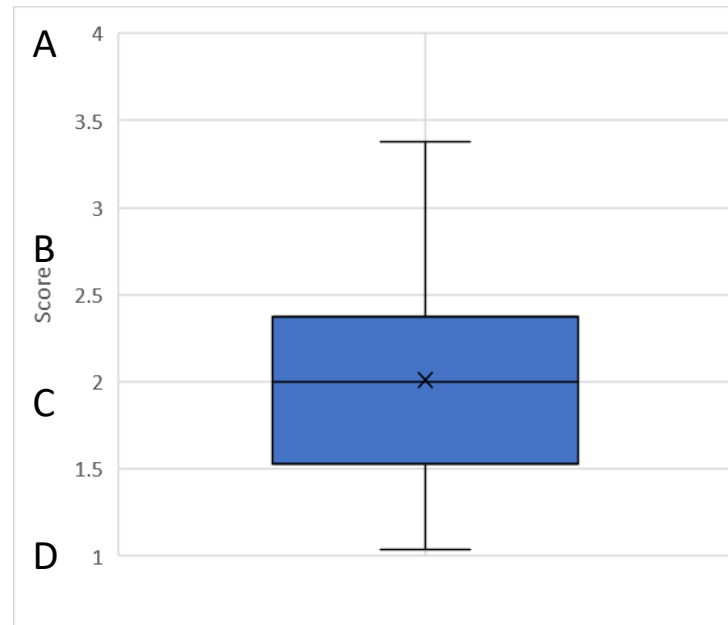
3: LESSON LEARNED

Fundamentals in place but room for improvement

*All overall scores worldwide

Notes:

- “TADAT scores” have been calculated by averaging “POA scores”, in turn calculated by averaging indicator scores (calculated with M1 or M2) within the POA.
- Only scores from last assessments for each country have been included, when repeated assessments have taken place.
- The box denotes the statistical distribution from the first quartile of scores (25th percentile) to the third quartile (the 75th percentile), the line denotes the median scores, and the end points denote the highest and lowest country score on each performance indicator. The X is the average.



Interpretation of ranges:

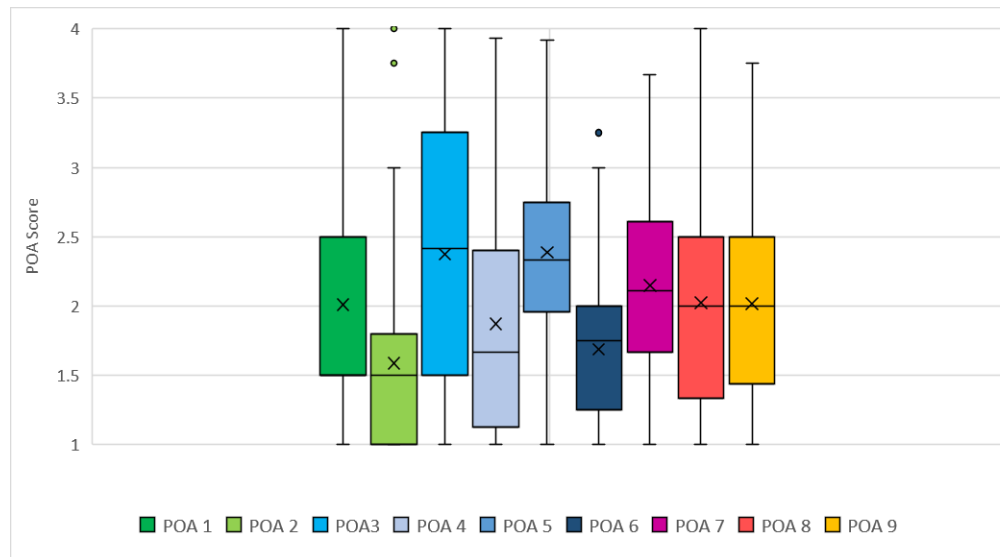
Interpretation of ranges:	Score ranges
A - meets or exceeds good international tax administration practices	4.00
B - sound tax administration practices that are a rung below good practices	3.00 - < 4.00
C - the fundamental tax administration practices are in place	2.00 - < 3.00
D - the fundamental tax administration practices are not in place	1.00 - < 2.00

3: LESSON LEARNED

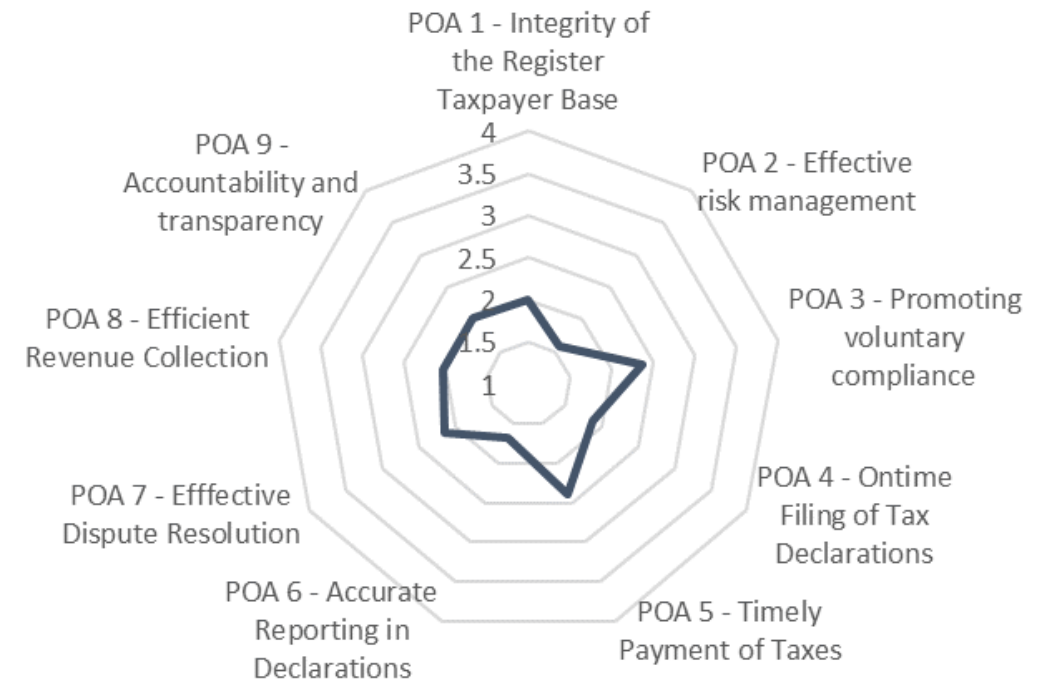
Most areas show potential for improvement

*All scores by area

Distribution by area



POA scores - global average



3: LESSON LEARNED – STRENGTH AND WEAKNESS

DOMAINS WHERE GOOD PRACTICES ARE WELL-ESTABLISHED

Supporting Voluntary Compliance

- Availability of information to taxpayers
- Up-to-datedness of tax law and administrative policy
- Ease of access to tax information by taxpayers

Payment

- Withholding and advance payment systems

Dispute Resolution

- Structure and use of dispute resolution frameworks
- Independency of the dispute resolution process from audit process
- Availability of information on dispute rights and procedures

Revenue Collection

- Contribution of the tax administration to government tax revenue forecasting process

DOMAINS WHERE COUNTRIES ARE FACING CHALLENGES

Register

- Accuracy of the taxpayers register

Risk Management

- Compliance risk assessment process
- Compliance improvement plan
- Compliance risk management committees
- Operational and human capital risk management

Filing/Payment

- On-time filing and payment rates
- Use of e-filing and e-payment facilities
- Arrears management

Returns accuracy

- Monitoring of the quality and effectiveness of taxpayer audits
- Use of large-scale automated crosschecking of third-party data
- Measuring tax gap
- Use of public binding rulings and cooperative compliance

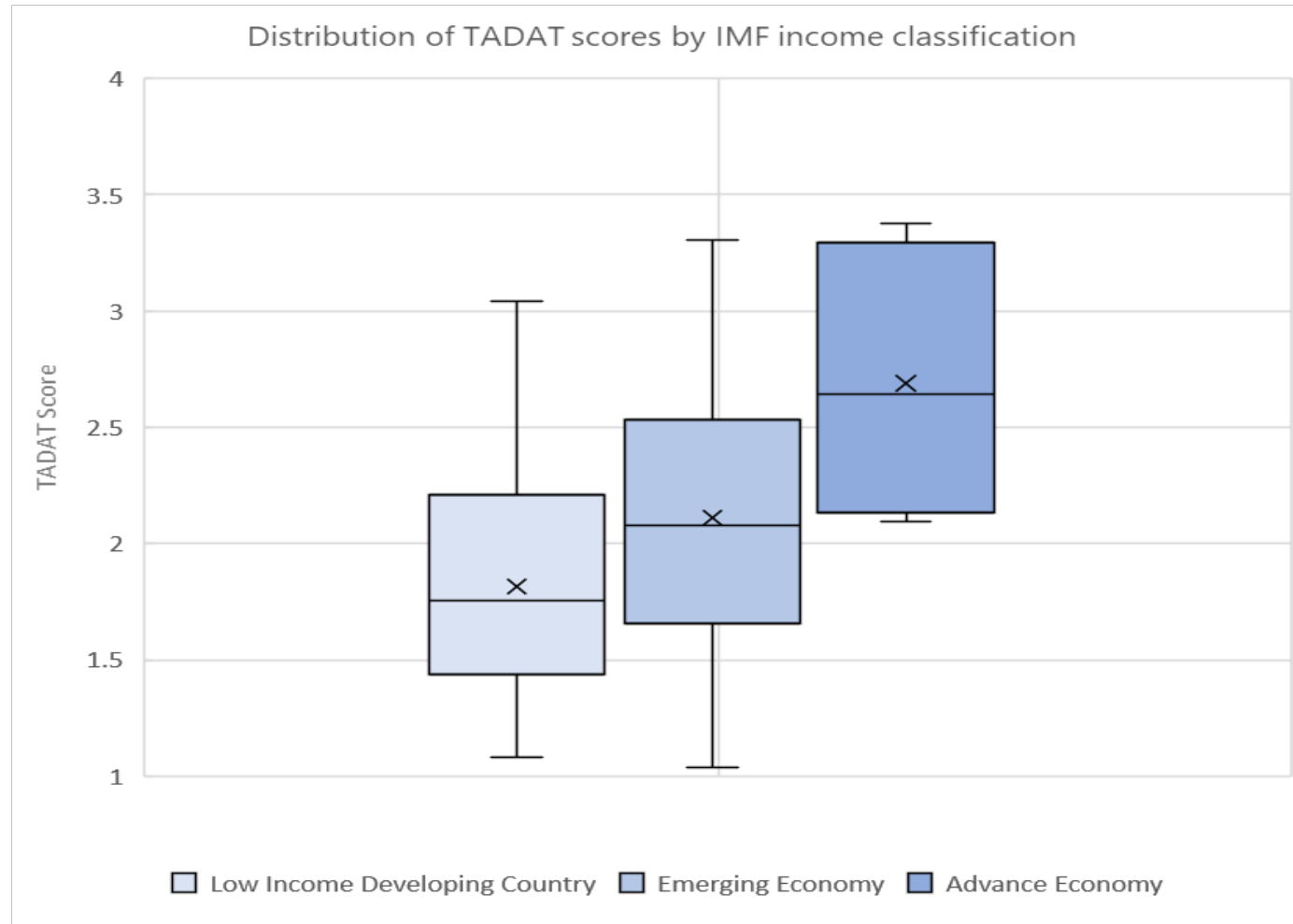
Accountability and transparency

- Measuring public confidence in the integrity of the tax administration
- External investigation process for suspected wrongdoing and maladministration

3: LESSON LEARNED

Performance increases with income level

*All scores by income classification



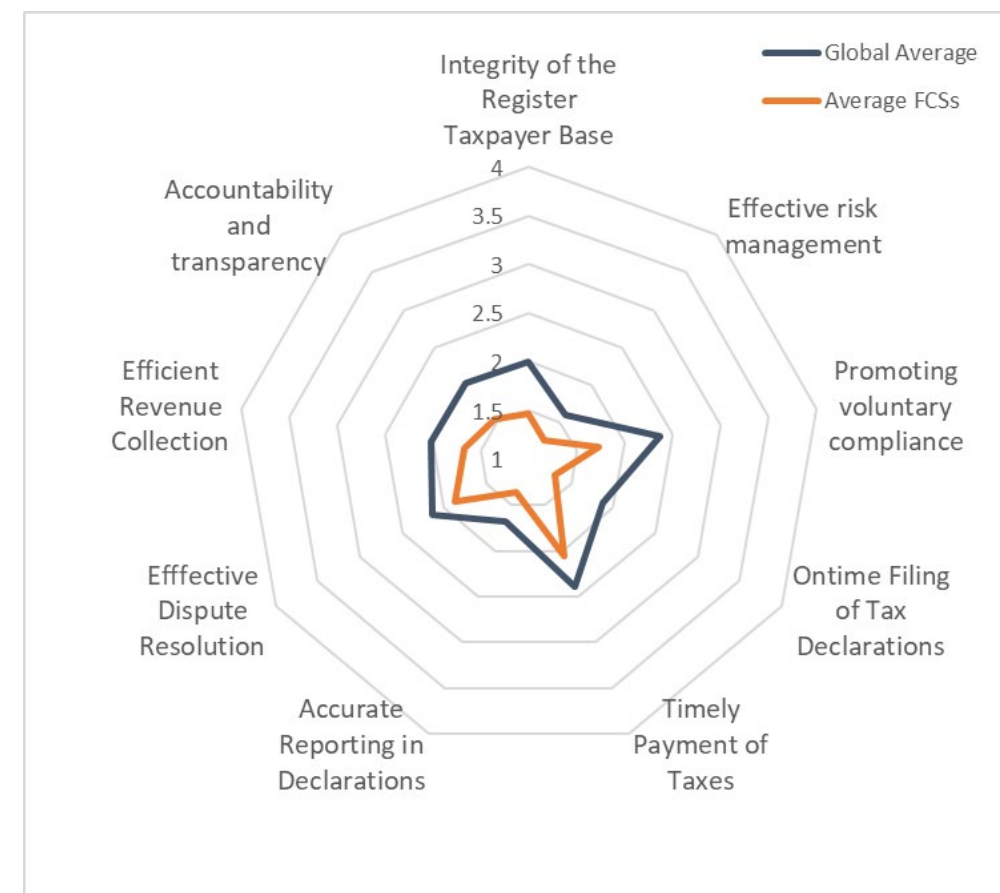
3: LESSON LEARNED

Tax administrations in Fragile and Conflict-affected States (FCS) lag in all areas

*Comparison of average scores by area - Global vs. FCS

Largest differences:

- Register - Adequacy of information in the taxpayer register
- Support for voluntary compliance - Scope, timeliness, and accessibility of information
- Filing - Extent of electronic filing of tax returns
- Accountability and transparency - Mechanisms to ensure the integrity of personnel; Publication of financial and operational performance



To Conclude: Key Takeaways

- 1 TADAT is a valuable tool for analyzing the performance and progress of tax administrations, along with the traditional (and often exclusive) focus on revenue collection.
- 2 TADAT data, combined with other databases, can contribute to research to improve understanding of tax administrations and strengthen the capacities of this key institution.
- 3 By clearly identifying the weaknesses in tax administrations, TADAT helps support:
 - Tax authorities to focus their limited resources on relevant areas
 - CD providers to improve the impact and coordination of their interventions
- 4 Through training and other activities, TADAT is a powerful tool to establish a common understanding of tax administration fundamentals, and promote peer-to-peer learning
- 5 The tax administration landscape is constantly evolving, so TADAT must adapt.

Thank you!

