

## I. REFORM PROGRESS

Since the launch of the first module in July 2021, the **Virtual Training to Advance Revenue Administration (VITARA)** program trained approximately 13,300 active course participants. The average learning gain is more than 13 percent. With the launch of the new Information Technology and Data Management (ITD) module, the VITARA portfolio has grown to 18 online course modules, five reference guides, and several microlearning videos. These online products and publications have become an integral part of the IMF's technical assistance and capacity development (CD) engagements. The project has a positive impact on IMF knowledge management and quality assurance. The VITARA brand is strong and the cooperation among the four founding organizations is robust. The project is on course to develop the full VITARA curriculum by FY27 as set out in the program initiation document.

## II. PROJECT DELIVERY HIGHLIGHTS

### Revenue Module III - Training/Peer Learning and Fiscal and Macroeconomic Tools – Revenue

**Key Progress in FY25:** Launch of the Enterprise Risk Management and the ITD module. Publication of four VITARA Reference Guides on Organization, Human Resource Management, Reform Management Fundamentals and Reform Management Specific Topics. In FY25, 1,600 active participants with an average learning gain of 12 percent. Vast majority of the participants are from emerging market economies and low-income countries (85 percent). Africa remains the biggest benefactor of the courses (43 percent of users), followed by Europe and Middle East and Central Asia (15+ percent both). Several technical assistance missions and CD engagements have benefitted from and utilized VITARA content.

**Next Steps:** Launch of the Taxpayer Registration online module. Publication of the Institutional Governance, the Performance Management, and the Compliance Risk Management Reference Guides. Content development of Taxpayer Services, Filing as well as Payment and Debt Management modules. Starting development of the Dispute Resolution, Revenue Management, and Introduction to Revenue Administration online modules.

## III. RISK ASSESSMENT

| Description                                                                                                                                                                    | Rating | Mitigation Measures                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Resource Adequacy</b>                                                                                                                                                       |        |                                                                                                                                                                   |
| Competing demands for IMF technical expertise, e-learning design and publication support. Language barriers inhibit the delivery of modules to non-English speaking countries. | Medium | Translation of modules needs to be scaled up. Partnership extension has been considered. Outreach is ongoing for obtaining support for dissemination of products. |

| Description                                                                   | Rating | Mitigation Measures                                                                                                              |
|-------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------|
|                                                                               |        | Close collaboration with internal IMF departments involved in the development and delivery of products.                          |
| <b>Political Support</b>                                                      |        |                                                                                                                                  |
| Coordination among the four partners.                                         | Low    | Executive Council of partners oversees the project development.                                                                  |
| <b>External Climate and Conditions</b>                                        |        |                                                                                                                                  |
| Demand for online training is expected to remain significant among countries. | Low    | Continue the production and delivery of online modules and outreach activities. Support country-centric CD with online delivery. |
| <b>Management and Technical Staff Support and Commitment</b>                  |        |                                                                                                                                  |
| The IMF and its partners continue to show strong commitment to the project.   | Low    | Continue engagement with senior management and technical staff of partner organizations.                                         |

#### IV. PROJECT MANAGERS CONTACT INFORMATION

| Project Manager       | Module PM             | E-mail                                                 |
|-----------------------|-----------------------|--------------------------------------------------------|
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