

I. REFORM PROGRESS

With the addition of five new online learning modules, six reference guides (downloadable, printable technical content), and microlearning videos in FY25, the project has become one of the largest e-learning programs of the IMF and of the revenue administration domain. By now, more than 15,500 learners have participated in the 21-module VITARA training. The project is on track to develop the 18 English online modules by FY27 as set out in the project initiation document under the RMTF.

II. PROJECT DELIVERY HIGHLIGHTS

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

Key Progress in FY25: As part of the expanding VITARA training portfolio, several new online learning modules were launched. These help tax administrations in developing countries build strong management, organizational, governance arrangements as well as processes and systems in areas such as enterprise risk management, information technology and data management, and taxpayer registration. In FY25, approximately 3900 active participants took part in VITARA courses. Country officials showed an average learning gain of 12 percent. Most of the participants were from emerging market economies and low-income countries (85 percent). Africa remained the biggest benefactor of the courses (50 percent of users), followed by Europe (14 percent); Western Hemisphere (13 percent); Asia and Pacific (12 percent); and Middle East and Central Asia (11 percent). The VITARA brand is strong and the cooperation among the four founding organizations is robust. The partners have designed and successfully implemented a new marketing plan including outreach activities to international organizations such as the Network of Tax Organisations, the Addis Tax Initiative, and the Asian Development Bank. These organizations will help disseminate VITARA content to their members. VITARA was also featured in large capacity development (CD)-themed events at the OECD's Tax and Development Days and the IMF/World Bank Spring Meetings. The partners have also supported many countries with integrating VITARA into their internal training program/platform. Several IMF technical assistance missions, workshops and CD engagements have benefitted from and utilized VITARA content.

Previous Progress: Since the launch of the first module in July 2021, the VITARA program trained approximately 15,600 active course participants on key tax administration topics. The average learning gain is around 14 percent, which is significant considering the seniority of the participants. With the launch of the new FY25 courses, the VITARA portfolio has grown to 21 online course modules, 7 reference guides, and 6 microlearning video playlists. These online products and publications have become integral part of IMF's technical assistance and CD engagements. The project has had a positive impact on IMF knowledge management and quality assurance.

Next Steps: We will support countries through developing modules in core tax administration process areas such as taxpayer services, filing, and debt management. We will keep facilitating integration of the courses into learning platforms of our clients for a more seamless learning experience and execute outreach activities for wider awareness.

III. RISK ASSESSMENT

Description	Rating	Mitigation Measures
External Climate/Conditions		
Multiple partners will oversee the delivery of the project content.	Medium	A memorandum of understanding and guiding principles have been established to manage the overall project.
Political Support		
The IMF and participating partners have agreed to support the concept forward.	Low	Continued support from all partners.
Management and Technical Staff Support and Commitment		
A steering committee and working group to include all partners has been agreed.	Low	Continued support from staff and management ensures ongoing commitment.
Resource Adequacy		
A program manager and technical staff will need to be procured, managed by current IMF staff.	Medium	Continue to evaluate the resource needs and make adjustments as necessary.

IV. PROJECT MANAGERS CONTACT INFORMATION

Project Manager	Module PM	E-mail
Tamas Kulcsar (FADR1)	Tamas Kulcsar (FADR1)	TKulcsar@imf.org