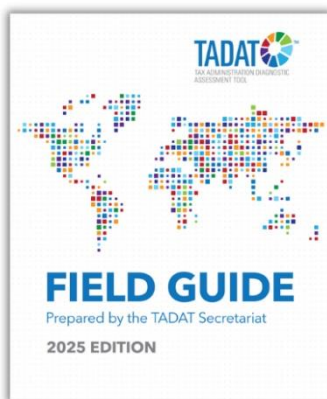


FY26 ANNUAL REPORT



TADAT Field Guide 2025 Launch - January 2026



TADAT Workshop for ADB Members, Philippines - February 2026



TADAT/PITAA/PFTAC Good Practices Training Workshop, Fiji - April 2026



TADAT Talks featuring the Director of IMF's African Department - December 2025



TADAT Regional Workshop, Côte d'Ivoire - April 2026



TADAT Assessment, Mauritius - March 2026

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ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
AE	Advanced Economies
AFR	Sub-Saharan Africa
AFRITAC	Regional Technical Assistance Center - Africa
APD	Asia and Pacific
ATAF	African Tax Administration Forum
CCAMTAC	The Caucasus, Central Asia, and Mongolia Regional Capacity Development Center
CD	Capacity Development
CIAT	Inter-American Center of Tax Administrations
CREDAF	Circle of Reflection and Exchange of Managers of Tax Administrations
DG	The Directorate-General
DGFIP	France Directorate for Public Finances
ED	Effective Dissemination
EME	Emerging Market and Middle-income Economies
EU	European Union
EUR	Europe
FAD	Fiscal Affairs Department
FCS	Fragile and Conflict-affected States
FG	Field Guide
GPC	Good Practice Course
FY	Fiscal Year
GPFP	Global Public Finance Partnership
IDB	Inter-American Development Bank
IMF	International Monetary Fund
JVI	Joint Vienna Institute
LIC	Low-Income Countries
LMS	Learning Management Solution
MCD	Middle East and Central Asia
METAC	The Middle East Regional Technical Assistance Center
MIP	Management Implementation Plan
PAR	Performance Assessment Report
PAT	Preferred Assessment Tool
PFTAC	The Pacific Financial Technical Assistance Centre
PI	Positive Impact
POA	Performance Outcome Area
QA	Quality Assurance
RTACs	Regional Technical Assistance Centers
SARTTAC	South Asia Regional Training and Technical Assistance Center
SECO	State Secretariat for Economic Affairs
SIMF	Supporting the International Monetary Fund
SQA	Systemic Quality Assurance
SSA	Sub Saharan Africa
STA	Swedish Tax Agency
TADAT	Tax Administration Diagnostic Assessment Tool
TCC	TADAT Coffee Chats
TS	TADAT Secretariat
UNCDF	The United Nations Capital Development Fund
UNDP	United Nations Development Programme
WB	World Bank
WBG	World Bank Group
WHD	Western Hemisphere

The report is organized as follows: Section I provides an overview of the status of the implementation of the work plan for FY26 (May 2025 – Apr 2026), Section II provides an overview of budget and expenses and Section III details the TADAT work plan for FY27.

I. IMPLEMENTATION STATUS OF THE WORK PLAN

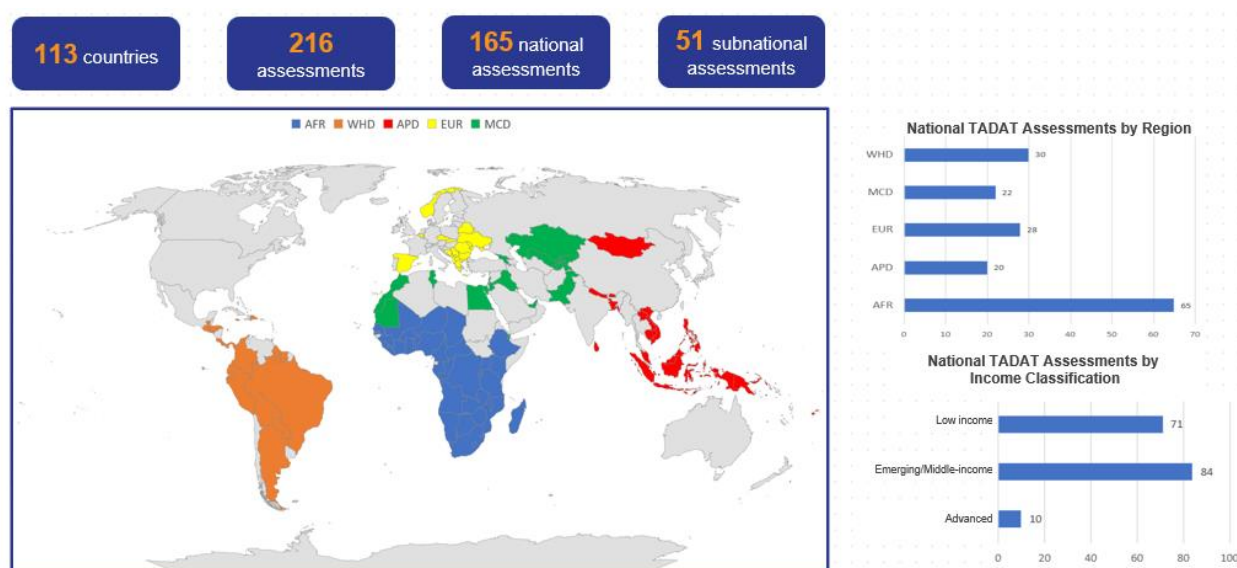
This section of the report presents the implementation status of the main activities for FY26.

A. TADAT Assessments

As of end of April 2026, the cumulative number of completed assessments is 216 in 113 countries.

Of these, 165 were at national level, including 52 repeat assessments demonstrating the tools' sustained relevance. Figure 1 shows national assessments' distribution by region and income level.

Figure 1. Cumulative TADAT Assessments to April 2026 by Region and Income Level



National assessments

TADAT's global footprint continued to expand during FY26. The TADAT Secretariat facilitated and quality-assured 18 in-person assessments, including 16 at the national level (Table 1). Use of the TADAT framework gained further traction across regions, particularly in Asia Pacific, with assessments in Bangladesh, Fiji, Lao PDR, and Vietnam, and in the Middle East and Central Asia, including Armenia, Morocco, and Tajikistan. Sub-Saharan Africa accounted for the largest share of assessments (31 percent), followed by the Western Hemisphere (25 percent). By income group, 62 percent of assessments were conducted in emerging market and middle-income economies, and 38 percent in low-income countries (Figure 2).

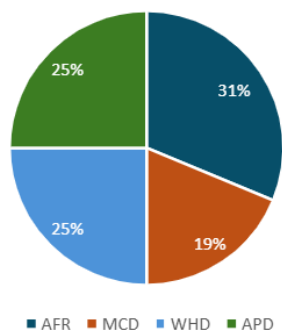
Collaboration among international organizations and capacity development (CD) providers remained strong during the period. The evaluations conducted involved a broad range of partners, including the African Tax Administration Forum (ATAF), Asian Development Bank (ADB), France's Directorate General of Public Finances (DGFIP), Inter-American Center of Tax Administrations (CIAT), Inter-American Development Bank (IDB), Swedish Tax Agency (STA), Swiss State Secretariat for Economic Affairs (SECO), the United Nations Capital Development Fund (UNCDF), and the World Bank (WB). This collective engagement reflects a shared commitment to strengthening tax administration systems globally (see Table 1).

Publication of Performance Assessment Reports (PARs) surged during the period. Seven countries—Armenia, Curaçao, Cameroon, Ethiopia, Bolivia, Fiji, and Jamaica —authorized the release of their Performance assessment reports (PARs). This milestone raised the total to 38 countries and 50 PARs now public, marking a significant leap in promoting transparency compared to previous trends. This progress reflects the combined efforts of the TS and field assessment teams in promoting the publication of PARs.

TADAT assessments continued to demonstrate their value as a robust and credible evaluation tool for tax administration performance. During the reporting period, 14 of the 16 national assessments conducted were repeat assessments, underscoring TADAT's increasing role in monitoring reform progress over time. Consistent with the findings of the TADAT 10-Year Report, results from repeat assessments continued to show improvements in tax administration performance.

Figure 2. TADAT Assessments by Region and Income Level FY26 – May 2025 to April 2026

Regional Distribution of National Assessments



Income Classification of National Assessments

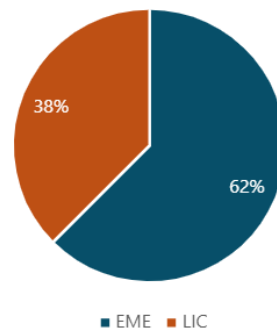


Table 1. Completed National TADAT Assessments FY26

National TADAT Assessments							
#	Tax Administration	Assessment Completed	Income Classification	Region	First or repeat	Agencies Involved	PAR Publication
1	Armenia	May-25	Emerging/Middle-income	MCD	Repeat	IMF(FAD/R1), Skatteverket – The Swedish Tax Agency), France Public Finances General Directorate) (DGFIP)	Y
2	Burkina Faso	Jul-25	Low income	AFR	Repeat	IMF (FAD/R2, AFRITAC West) ATAF, SECO	N
3	Bolivia	Jul-25	Emerging/Middle-income	WHD	Repeat	IMF(FAD/R2), CIAT, IDB	Y
4	Sierra Leone	Jul-25	Low income	AFR	Repeat	IMF(FAD/R2), ATAF, WB	N
5	Vietnam	Aug-25	Low income	APD	Repeat	IMF(FAD/R1), ADB	N
6	Fiji	Sep-25	Emerging/Middle-income	APD	Repeat	IMF(FAD/R1), ADB	Y
7	Togo	Sep-25	Low income	AFR	Repeat	IMF (AFRITAC West, DGFIP France, WB, ATAF	N
8	Morocco	Oct-25	Emerging/Middle-income	MCD	Repeat	IMF (FAD/R1), TS	Y
9	Tajikistan	Oct-25	Emerging/Middle-income	MCD	Repeat	IMF(FAD/R1), WB	N
10	Bangladesh	Oct-25	Emerging/Middle-income	APD	Repeat	IMF (FAD/R1, SARTTAC), TS, ADB, WB	N
11	Barbados	Nov-25	Emerging/Middle-income	WHD	Repeat	IMF (FAD/R2, CARTAC)	N
12	Jamaica	Dec-25	Emerging/Middle-income	WHD	Repeat	IMF(FAD/R2), TS	Y

13	Lao	Jan-26	Low income	APD	First	IMF(FAD/R1), WB, ADB	N
14	Central African Republic	Mar-26	Low income	AFR	First	IMF(FAD/R2), WB	N
15	Mauritius	Mar-26	Emerging/Middle-income	AFR	Repeat	IMF (FAD/R2), TS, ADB	N
16	Peru	Mar-26	Emerging/Middle-income	WHD	Repeat	IMF (FAD/R2), TS, IDB	N

Sub-national assessments

TS supported two subnational assessments during the period. These were done for the provinces of Haut-Katanga and City-Province of Kinshasa (Democratic Republic of Congo) under the coordination of the United Nations Capacity Development Fund (UNCDF) with the support of the EU. See Table 2.

Table 2. Completed Subnational TADAT Assessments FY26

Sub-National TADAT Assessments							
#	Tax Administration	Assessment Completed	Income Classification	Region	First or repeat	Agencies Involved	PAR Publication
1	Province of Haut-Katanga, Democratic Republic of the Congo	Sep-25	Low income	AFR	First	UNDP/CREDAF	N
2	City-Province of Kinshasa, Democratic Republic of the Congo	Sep-25	Low income	AFR	First	UNDP/CREDAF	N

B. TADAT Training and Outreach

TADAT Training

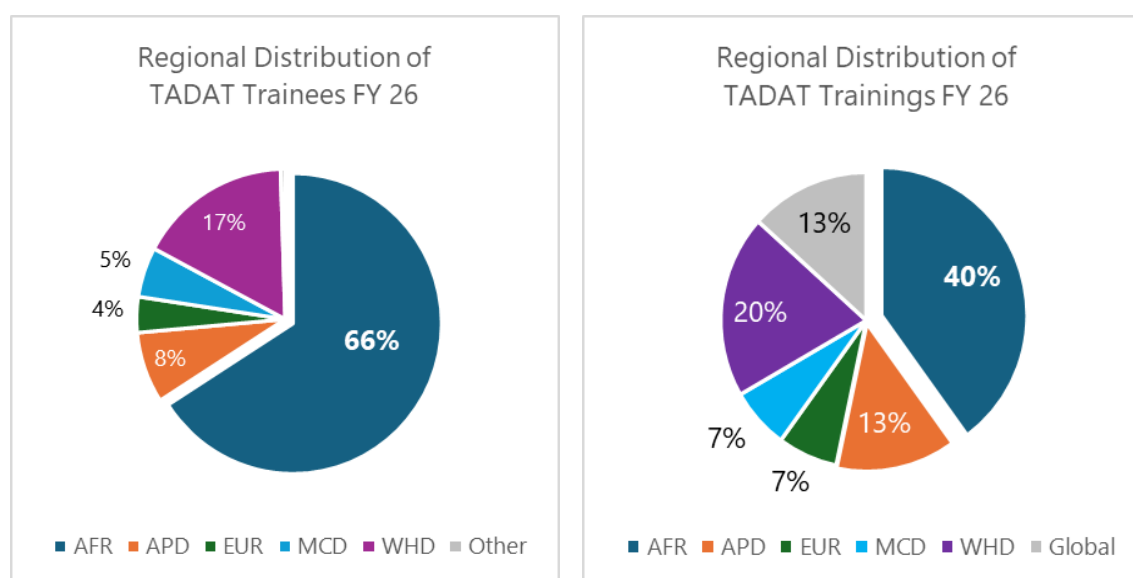
Training delivery remained central to TADAT implementation and capacity building in FY26. A total of 1,226 tax officials and experts completed TADAT training, including pre-assessment programs for country counterparts and tailored training for partners. Women represented 39 percent of participants and sub-Saharan Africa accounted for 66 per cent. During the year, 494 participants obtained TADAT certification, and 37 tax experts were certified as TADAT assessors (see Figure 3 and Appendix 1).

Pre-assessment training was delivered mainly to tax administrations in low-income and previously underserved countries preparing for upcoming TADAT assessments. This includes Bangladesh, Bolivia, Burkina Faso, Central African Republic, Eswatini, Fiji, Jamaica, Mauritius, Oman, Peru, and Sierra Leone. The

training strengthened understanding of the TADAT framework, evidence requirements, and engagement with assessment teams, while improving data readiness. Activities used in-person, virtual, and hybrid formats, were conducted in collaboration with key partners and delivered largely in participants' working languages and were complemented by strong participation in the online course (See Appendix 1).

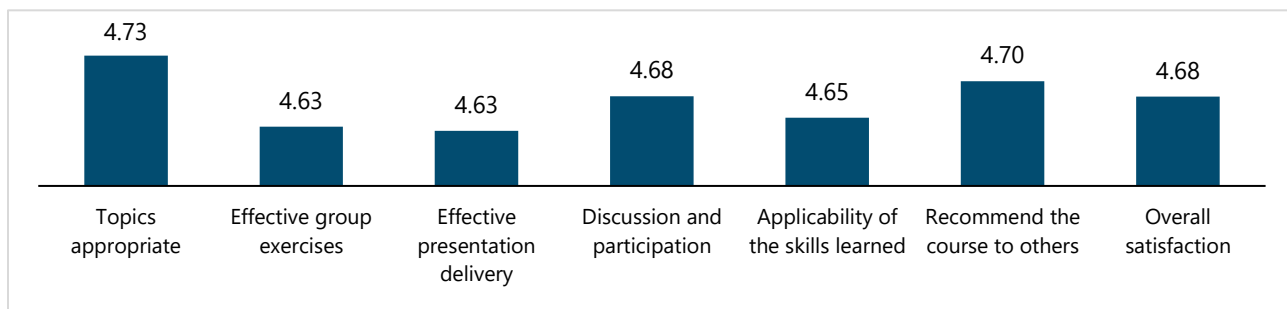
Targeted training was delivered to capacity development partners. In November 2025, the TS hosted a one-week hybrid training for World Bank officials, attracting 97 participants. The program expanded the pool of WB trained assessors and strengthened collaboration. In parallel, a large-scale TADAT–WATAF hybrid training was delivered to 343 tax officials from English- and Portuguese-speaking WATAF member states, including Ghana, Nigeria, Liberia, Sierra Leone, and Cabo Verde. This training supported broader regional capacity-building efforts in low-income countries and generated strong demand, leading to the organization of multiple certification examinations to accommodate participating administrations.

Figure 3. Distribution of TADAT Trainings and Number of Participants – FY26



TADAT training continued to deliver high-quality learning experience. The cumulative average rating for course content and delivery reached 4.68 out of 5; an improvement from 4.54 in FY25. Participants consistently highlighted the value of hands-on exercises in deepening their understanding of the TADAT methodology and core tax administration functions. The interactive and participatory training style was highly appreciated, fostering strong engagement and a clear willingness among attendees to recommend the courses to peers. (See Figure 4).

Figure 4. TADAT Course Evaluation (out of a maximum 5-point score) – Cumulative



TADAT outreach activities

Outreach included targeted regional workshops, executive training, communication and peer learning activities.

During the period, the TS expanded outreach on TADAT Good Practices and diagnostic-led reform through targeted regional and partner-led engagements. In April 2025, a Good Practices workshop in Nadi, Fiji—delivered with PITAA and PFTAC—brought together senior officials from 13 Pacific Island states to address reform challenges in small economies. This was followed in December 2025 by a workshop for fragile and conflict-affected states, jointly delivered with METAC and FAD in Amman, Jordan, with officials from seven countries participating in strong peer-to-peer learning. The Secretariat also delivered tailored TADAT sessions in two IMF executive training courses in Washington, D.C. and contributed virtually to the ASEAN Forum on Taxation and an EU DG REFORM regional workshop.

Communication and peer-learning activities were further strengthened during the period. The TS launched *TADAT Talks*, its flagship thought-leadership series, engaging leading experts on tax administration and public finance and generating over 5,900 views. Complementing this, seven *TADAT Coffee Chats* fostered peer learning among senior officials and practitioners, with close to 4,600 views. Overall, communication efforts significantly enhanced TADAT’s digital presence and visibility, reflected in increased LinkedIn engagement and a total of 19,046 YouTube views, supporting wider uptake of TADAT knowledge products (see Appendix 2).

C. TADAT Design, Review and Monitoring

The TS advanced the rollout of FG25 following the completion of key preparatory work. After finalizing the TADAT FG25 and updating associated training materials, implementation activities in FY26 focused on awareness workshops and pilot assessments.

Implementation of TADAT FG25 was supported by a comprehensive set of core and supporting materials. This includes the Field Guide, assessment packages for initial and repeat assessments, and pre-assessment training materials. These were finalized, redesigned with a refreshed visual identity, and translated into five languages (Arabic, French, Portuguese, Russian and Spanish), with rigorous quality assurance applied. In parallel, certification examination resources were updated to align fully with FG25, and a comprehensive refresh of the TADAT Online Course was initiated to support aligned, self-paced learning.

The rollout of TADAT FG25 was supported by a series of regional workshops. It began with a workshop in Mauritius (September 8–12, 2025), organized with the Mauritius Revenue Authority and AFRITACs East, South, and West II, bringing together 55 senior officials from 23 anglophone Sub-Saharan African countries to discuss FG25 enhancements and reform case studies. This was followed by a French-language workshop in Côte d'Ivoire (April 7–10, 2026) for nine West African Francophone countries, delivered with AFRITAC West I and contributions from the World Bank and GIZ. The Asia and Central Asia launch took place in Manila (January 27–30, 2026), hosted by ADB, with 40 participants from 22 countries.

As part of implementation readiness, the TS conducted a structured pilot assessment program to validate FG25 across English, French, and Spanish. The pilot began with an assessment in Jamaica (November–December 2025), confirming the robustness of the revised framework and identifying only minor refinements. Additional pilots were conducted in the Central African Republic (French) and Peru (Spanish) in early 2026. Feedback informed targeted refinements to FG25, related training materials, and translated versions.

The TS initiated the development of a Good Practices Course (GPC). Informed by feedback received during the review of FG19, the course is designed to support countries—particularly fragile and conflict-affected states (FCS), low-income countries (LICs), and small economies—seeking a deeper, practice-oriented understanding of internationally recognized good practices in tax administration, as articulated in FG25. The GPC has been piloted with FCS countries in the METAC region and with small economies in the Pacific and continues to be refined and enhanced based on lessons learned and participant feedback.

TADAT Tool and Brand

In coordination with the IMF Legal Department, TS continued efforts to safeguard the TADAT trademark. As of end of April 2026, the TS successfully facilitated international trademark registration, covering 32 high-risk jurisdictions with elevated exposure to intellectual property infringements. In addition, trademark protection was secured in Qatar, and enforcement action was taken against an infringing entity. These measures were part of a plan to enhance the legal protection framework for TADAT and reinforced control over the use of its name, branding, and copyrighted materials.

TADAT Related Analytical work

The use of TADAT data in analytical work expanded significantly in FY26. TADAT featured in major IMF analytical outputs, including two IMF Working Papers (Nos. WP/25/209 and WP/25/219 (2025)) and the G20 Background Note on domestic revenue mobilization. The TS also led and contributed to IMF and partner analyses integrating TADAT, ISORA, and RA-GAP data, reinforcing TADAT's role as a core analytical framework for tax administration reform.

In addition, the TS supported 19 data requests to inform presentations and analytical work undertaken by FAD, Regional Technical Assistance Centers (RTACs), capacity development partners, and donors, reinforcing the use of TADAT data in policy dialogue, research, and capacity development initiatives. See Appendix 3.

II. TADAT BUDGET AND EXPENSES

Planned activities were delivered within the working budget, reflecting strong alignment with strategic priorities and effective financial management. Total expenditures for the 2025/26 financial year (May–April) amounted to US\$2,588,538 against a working budget of US\$2,592,738, representing a budget execution rate of 99.8 percent. Expenditures were primarily directed toward development and finalization of FG25, training and regional workshops, assessment delivery, translation activities, the revamp of the TADAT website, update, and refresh of the TADAT Online assessor course and initiatives to strengthen and protect the TADAT brand. See Tables 3 and 4.

Table 3. Expenses by Workstream FY2026

Funding Program ID	Description	Actual expenses	Anticipated expenses	Total expenses
FAD_IMF_2025_02	TADAT Assessments	502,433	0	502,433
FAD_IMF_2025_03	TADAT Design, Review and Monitoring	457,009	1,273	458,282
FAD_IMF_2025_04	TADAT Positive Impact/ Secretariat	622,571	8,250	630,821
FAD_IMF_2025_05	TADAT Training and Tools	839,143	157,859	997,002
Total		2,421,156	167,382	2,588,538

Table 4. Working Budget by Workstream FY26

Funding Program ID	Description	Working Budget
FAD_IMF_2025_02	TADAT Assessments	502,433
FAD_IMF_2025_03	TADAT Design, Review and Monitoring	456,820
FAD_IMF_2025_04	TADAT Positive Impact/ Secretariat	622,571
FAD_IMF_2025_05	TADAT Training and Tools	841,296
woSub-total		2,423,120
7% Thematic Fund Management Fee		169,618
Total		2,592,738.40

III. TADAT WORKPLAN FY 27

For FY27, the TS will deliver its workplan through three workstreams: (i) TADAT Assessments to diagnose tax system performance; (ii) Training and Outreach to deliver and update TADAT training; and (iii) Design, Review, and Monitoring to roll out FG25. Table 6 outlines the FY27 budget, and Appendix 6 presents the high-level workplan and results chain impact.

A. TADAT Assessments

In FY27, the TS will prioritize the strategic deployment of its assessment program. Focus will be on countries where TADAT engagement can deliver the greatest impact. Priority will be given to countries with acute reform needs, strong reform momentum, and those in historically underrepresented regions. Assessments will continue to be delivered through multi-agency field teams to strengthen partner coordination. To date, 23 requests for initial and repeat assessments have been received. See Table 5. Selected FY27 assessments will also pilot the Arabic, Portuguese, and Russian versions of FG25.

As part of its facilitation role, the TS will ensure integrity, transparency, and effective use of assessment outputs. The TS will review all PARs for full compliance with the Field Guide and other approved standards. It will also actively promote the publication of TADAT reports to enhance credibility, dissemination, and reform dialogue with authorities and partners. In addition, it will maintain the centralized database of TADAT assessment results and related statistics, enabling systematic analysis, cross country benchmarking, and evidence-based reporting on trends and impact.

Table 5: Requests for TADAT Assessments in the Pipeline

#	Tax Administration	Income Classification	Region	First or repeat
1	Angola	Emerging/Middle-income	AFR	REPEAT
2	Anguilla	Advanced Economy	WHD	FIRST
3	Aruba	Emerging/Middle-income	WHD	FIRST
4	Argentina	Emerging/Middle-income	WHD	REPEAT
5	Azerbaijan	Emerging/Middle-income	MCD	FIRST
6	Cabo Verde	Emerging/Middle-income	AFR	REPEAT
7	Dominican Republic	Emerging/Middle-income	WHD	REPEAT
8	Equatorial Guinea	Emerging/Middle-income	AFR	FIRST
9	Eswatini	Emerging/Middle-income	AFR	REPEAT
10	Gabon	Emerging/Middle-income	AFR	REPEAT
11	Guinea Bissau	Low income	AFR	FIRST
12	Georgia	Emerging/Middle-income	MCD	REPEAT
13	Grenada	Emerging/Middle-income	WHD	FIRST
14	Jordan	Emerging/Middle-income	MCD	REPEAT
15	Kenya	Low income	AFR	REPEAT
16	Mongolia	Emerging/Middle-income	APD	REPEAT
17	Montenegro	Emerging/Middle-income	EUR	REPEAT
18	Mozambique	Low income	AFR	REPEAT
19	Namibia	Emerging/Middle-income	AFR	REPEAT
20	Oman	Emerging/Middle-income	MCD	FIRST
21	Saudi Arabia	Emerging/Middle-income	MCD	FIRST
22	South Sudan	Low income	AFR	FIRST
23	Tajikistan	Low income	MCD	REPEAT

B. TADAT Trainings and Outreach

TADAT Pre-Assessment Training. The TS will conduct pre-assessment training for countries that have formally expressed interest in undertaking an assessment in FY27. Priority will be given to low-income countries and regions with significant capacity gaps, with the aim of strengthening readiness and maximizing the effectiveness of subsequent assessments. Training will be delivered through in-person, online, and hybrid formats. As FG25 is implemented, these trainings will familiarize country officials with key FG25 innovations using updated country-level materials.

TADAT Workshops and Webinars on FG25. The TS will work with capacity development providers, regional tax organizations, and technical assistance centers to deliver targeted workshops supporting the rollout of FG25. Regional workshops will focus on under-served regions, including Francophone Central Africa, the Western Hemisphere, the Middle East, and Europe. In parallel, webinars will familiarize assessors working in French, Spanish, Arabic, and Portuguese with FG25. Dedicated leadership training will also be provided for TADAT team leaders.

The TS will continue to strengthen outreach. This will be achieved through podcasts, live casts, YouTube, and LinkedIn to complement training and awareness activities and in support of the FG25 rollout. These channels will be used strategically to enhance donor visibility, highlight partnerships, and showcase the field-level impact of TADAT-supported capacity development. Planned FY27 activities include videocasts (TADAT Talks), live casts (TADAT Coffee Chats), and LinkedIn posts featuring infographics, country examples, and thematic insights drawn from assessments, training, and TADAT driven reform experiences.

C. TADAT Design, Review and Monitoring

In FY27, the TS will finalize and launch the refreshed TADAT Online Course, fully aligned with FG25. The course will strengthen methodological consistency and support certification, assessor qualification, and quality assurance. It will be piloted during the year, with refinements based on user feedback. In parallel, the examination component will be upgraded through an expanded question bank reflecting FG25 enhancements. The finalized course will be translated into Arabic, French, Portuguese, Russian, and Spanish.

The TS will finalize the Good Practices Course (GPC) as a complement to the full TADAT training program. Designed as an accessible, practice-oriented course, the GPC will support technical staff and senior officials seeking exposure to internationally recognized good practices without full certification.

Drawing on TADAT's experience, the course will promote strategic dialogue, particularly in fragile states, low-income countries, and small economies, and will be prepared for multilingual rollout.

To enhance efficiency, productivity, and consistency, the TS will advance two technology initiatives in FY27. First, the e-TADAT platform will be upgraded to align fully with FG25 and piloted during the year, supporting standardized PAR preparation, stronger data management, and methodological consistency. In parallel, the TS will initiate an automated quality assurance workflow to streamline reviews, reduce turnaround times, and strengthen the rigor and transparency of PAR assessments.

TADAT Related Analytical Work

The TS will continue to leverage available data to advance analytical work and policy relevant research. While fully preserving confidentiality, the Secretariat will provide aggregated and anonymized TADAT data to support analytical publications during FY27. In parallel, it will actively promote awareness of the availability and potential research applications of TADAT data, while maintaining structured dialogue with country authorities to seek authorization for broader publication of assessment results where appropriate.

TADAT Tool and Brand

The TS will continue to protect the TADAT trademark and mitigate copyright-infringement risks. This will be achieved through proactive monitoring and stakeholder engagement throughout FY27. In parallel, trademark registration will be prioritized in the remaining high-risk jurisdictions, with sequencing guided by infringement risk and available resources.

The TS will review current assessor accreditation arrangements to ensure alignment with the updated TADAT framework. The review will assess whether requirements reflect evolving expectations for analytical rigor and practical application and will be conducted in close consultation with the TADAT Technical Advisory Group to safeguard assessment quality and credibility.

TADAT Budget FY27

Table 6 reflects the distribution of the TADAT US\$2,501,864 budget by workstream.

Table 6: Summary Table – Budget FY27 - by Workstream (US\$)

Workstream ID	Description	Anticipated Expenses FY 2027
FAD_IMF_2025_02	TADAT Assessments	571,500
FAD_IMF_2025_03	Design, Review and Monitoring	486,329
FAD_IMF_2025_04	Positive Impact/ Secretariat	400,874
FAD_IMF_2025_05	TADAT Training and Tools	868,030
Subtotal		2,326,733
7% Thematic Fund Management Fee		175,130
Total		2,501,864

APPENDIXES

Appendix 1. TADAT Training during FY26

#	Country	Training method	Date	# Trained	# Certified as TADAT Trained	Region	CD partners	Language
1	Bolivia	Pre-Assessment/ Virtual	25-Jun	73	29	WHD	IMF/TS/CIAT/IDB	Spanish
2	Sierra Leone	Pre-Assessment/ In-person	25-Jun	40	15	AFR	IMF/TS/ATAF	English
3	Burkina Faso	Pre-Assessment/ In-person	25-Jun	35	32	AFR	IMF/TS/SECO	French
4	France	Pre-Assessment/ In-person	25-Jul	29	28	EUR	IMF/ TS	French
5	Fiji	Pre-Assessment/ In-person	25-Jul	28	25	APD	IMF/TS/PFTAC	English
6	Bangladesh	Pre-Assessment/ In-person	25-Aug	19	-	APD	IMF/TS/SARTTAC	English
7	Jamaica	Pre-Assessment/ Webinar	25-Nov	38	-	WHD	IMF/TS	English
8	World Bank	In-person workshop	25-Nov	97	44	Global	IMF/TS/WB	English
9	Oman	Pre-Assessment/ In-person	25-Dec	29	7	MCD	IMF/TS	English
10	Eswatini	Pre-Assessment/ In-person	26-Jan	39	15	AFR	IMF/TS/AFRITAC South	English
11	Mauritius	Pre-Assessment/ In-person	26-Feb	40	-	AFR	IMF/TS	English
12	Peru	Pre-Assessment/ Webinar	26-Feb	40	-	WHD	IMF/TS/IDB	Spanish
13	Central African Republic	Pre-Assessment/ In-person	26-Feb	24	-	AFR	IMF/TS	French
14	West African Tax Administration	In-person workshop	26-Apr	343	159	AFR	IMF/TS/WATAF	English
15	Global - online EdX training	Global / Online	25-May - 26-Apr	352	140	Global	TS	English, Spanish,
Total ¹				1,226	494			

¹ Due to the limitation of internet connectivity at the venue, conducting the official in-person TADAT test was not feasible for Bangladesh and Central African Republic. In addition, exams for Jamaica, Mauritius, and Peru were not organized due to the condensed nature of the two-day summarized webinar format. Participants were informed of the availability of the TADAT EdX course as an alternative option for those who wish to complete the test at a later date.

Appendix 2. TADAT Outreach Activities during FY26

Outreach Modality	Events	Release Date	Views (YouTube, LinkedIn and TADAT Website)
Videocasts	TADAT Talks Ep 1 “Strong Institutions, Stronger Nations” with Vitor Gaspar, Former Director of the IMF’s Fiscal Affairs Department. Link	July 25, 2025	1,403
	TADAT Talks Ep 2 “Domestic Resource Mobilization Agenda: Why Does Tax Administration Matter” with Katherine Baer, Deputy Director of the IMF’s Fiscal Affairs Department. Link	October 31, 2025	1,555
	TADAT Talks Ep 3 “Strong Tax Systems, Strong Economies” with Abebe Selassie, Director of the IMF’s African Department Link	Dec 8, 2025	1,772
	TADAT Talks Ep 4 “Financing the Future: The Role of Tax Systems in Bridging Development Gaps” with Ruud de Mooij, Deputy Director of the IMF’s Fiscal Affairs Department. Link	Feb 6, 2026	1,206
Live casts (TADAT Coffee Chats)	Experience sharing/ Impact Story telling inviting tax authorities at high-level from Mauritius and Georgia (English) Link	May 29, 2025	587
	Experience sharing/ Impact Story telling inviting tax authorities at high-level from Burkina Faso, and Rwanda (French) Link	June 30, 2025	743
	Experience sharing/ Impact Story telling inviting tax authorities at high-level from Iraq, and Jordan (French) Link	July 30, 2025	541
	Experience sharing/ Impact Story telling inviting tax authorities at high-level from EU countries, EC and IMF (English) Link	August 26, 2025	635
	Experience Sharing / Impact Storytelling: Smart Reform Strategies—Harnessing TADAT Outcomes to Strengthen Tax Administration Effectiveness with Senior Tax Officials from Morocco and Mauritania, CREDAF, and the IMF (French) Link	November 12, 2025	947
	Experience Sharing / Impact Storytelling: TADAT in Small Island Tax Administrations (Caribbean)—Insights from IMF Experts, the Deputy Commissioner General, Tax Administration Jamaica, and a Former CARTAC and PFTAC Director (English) Link	December 16, 2025	194
	Experience Sharing / Impact Storytelling: FG25 Unpacked—Insights from FAD, TS, IMF Experts and the Commissioner General, Tax Administration Jamaica Link	February 19, 2026	943

Appendix 3. TADAT Data Requests -FY26

#	Requested Data	Purpose	Requested by	Date
1	List of TADAT Assessments and percentage of WB collaborative assessments	IMF-WB collaboration as part of the Management Implementation Plan (MIP)	The World Bank	May-25
2	Anonymized list of TADAT national assessments and scores	Finance for Development conference in Seville, June 2025	FAD Director's Office	May-25
3	TADAT scores on on-time filing rate and e-payment rate of large-taxpayers for different income groups (AEs, EMEs and LICDs)	Not specified	FAD R1	Jun-25
4	TADAT scores of SEE III European countries	Evaluation of the SEE program	FAD R1	Jun-25
5	TADAT national assessments region wise, training and assessment survey results, tool and training materials updated FY24-25	GPFP Use	GPFP	Jul-25
6	TADAT scores for Greece - comparison of first and repeat assessments with the EUR and AE regional averages	Review of tax administrations reform	FAD R1	Jul-25
7	Comparison analysis of TADAT POA and Indicator average scores region wise (EUR, MCD, JVI)	Planning of JVI training course	FAD R1	Jul-25
8	Overview of TADAT assessments and regional distribution, Regional average aggregated score by POA, Comparison analysis APD vs. Worldwide vs. Vietnam POA and Dimension average scores	Vietnam TADAT assessment	FAD R1	Aug-25
9	Overview of TADAT assessments and trainings	Report for the G-20 on progress on tax related CD	FAD T1	Aug-25
10	List of countries in the AFE, AFS and AFW2 that have done a TADAT and the year of the last assessment	Preparation of the TADAT Mauritius workshop	FAD R2	Aug-25
11	Overview of TADAT assessments in Sub-Saharan African countries	Preparation of the TADAT Mauritius workshop	FAD R2	Aug-25

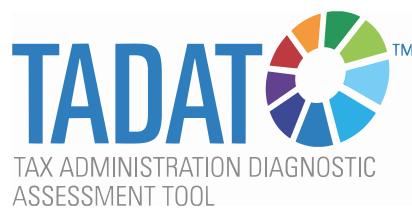
12	TADAT country coverage, number of assessments per annum, assessment/training satisfaction survey results, proportion of TADAT diagnostics conducted in LICs or LMICs	SIMF Annual Review 2025	The UK's Supporting IMF (SIMF) program	Sep-25
13	TADAT Assessments, training, and workshops in Africa FY24	DRM Plan Activity Report for the year 2024	The French Treasury and the Ministry of Europe and Foreign Affairs	Oct-25
14	TADAT assessments (single, repeat, none) in the MCD region	Presentation	MCD tax regional advisor	Oct-25
15	TADAT assessments (single, repeat) in the METAC region and their aggregated results compared to other regions	Presentation at the Tax Leadership Forum for METAC member countries	METAC regional Advisor	Jan-26
16	GPFP request for a list of MCD countries that have received TADAT assessments and the assessment dates	GPFP use	GPFP	Jan-26
17	Morocco TADAT Post Assessment Meeting Material - first/repeat and regional comparison analysis (excel, PPT)	Morocco Post Assessment Meeting	FAD R1	Jan-26
18	TADAT National Assessment Score DB (coded) and chart	Arab Fiscal Forum (AFF) 10th Anniversary Presentation	FAD Front Office	Jan-26
19	TADAT assessments (single, repeat) in the CARTAC countries and their aggregated results compared to other regions	Developing Taxpayers' Education, Encouraging Tax Morale, and Increasing Compliance presentation	FAD R2	Jan-26

Appendix 5. High-Level Work Plan for FY26 and Impact on TADAT Results Chain Outcome

Category	Main Activities	Status	Outcome Impacted
TADAT Assessments	Facilitate at least 15 to 20 first-time or repeat TADAT assessments at national level. Support select strategic TADAT assessments by financing the direct participation of TS	Achieved	Preferred Assessment Tool (PAT) /Positive Impact (PI)
	Enhance collaboration with TADAT Partners and other CD providers in TADAT assessments.	Achieved	PI
	Promote publication of TADAT reports actively	Achieved	
	Review all TADAT PARs for compliance with the Field Guide and other approved standards.	Achieved	Systemic Quality Assurance (SQA)
	Maintain TADAT assessment results database and other related statistics for Analytics.	Achieved	PI/PAT
	Translate FG25 into Arabic, French, Spanish, Russian, Portuguese and launch use of FG25 in January 2026	Achieved	PAT
	Implement actions to protect the TADAT trademark from infringement and copyright violations.	Achieved	PAT
TADAT Training	Provide TADAT training (with exam) to at least 300 people.	Achieved	Effective Dissemination (ED)
	Undertake in-field/virtual TADAT workshops (e.g., in tax administration, collaborative workshops with CD partners/providers—such as IMF Regional Technical Assistance Centers, tax administration umbrella organizations, etc.).	Achieved	ED
	Organize TADAT targeted training and workshops on the new FG25 for TADAT assessors, TS members, and TADAT team leaders.	Achieved	SQA
	Update the TADAT training materials to reflect changes in FG25 and migrate the updated training materials on the IMF LMS	Achieved	ED
	Translate updated training materials into Arabic, French, Spanish, Russian, Portuguese	Achieved	
	Update online video trainings to reflect changes to FG25	Achieved	ED
	Compile TADAT Training Related Statistics for Analytics.	Achieved	ED
TADAT Outreach	Mark the release of FG25 with a high-profile launch event, new video clips, and revised training resources, highlighting TADAT's ongoing commitment to excellence and international best practices.	Achieved	PAT/PI
	Launch the TADAT revamped website and promote it as a platform for modern, user-friendly hub for all TADAT resources and updates.	Achieved	PAT/ED/PI
	Participate in TADAT outreach activities at regional and international events for tax administrations and promote FG25 and TADAT 10-year report.	Achieved	ED
	Compile TADAT Outreach-related Statistics for Analytics.	Achieved	ED
	Prepare tax administration background material for use in outreach activities	Achieved	ED
	Expand use of newsletters, social media, workshops, TADAT coffee chats, and podcasts to highlight innovations to FG25 and TADAT success stories	Achieved	ED
TADAT Analytical Work	Prepare 2 papers based on analytical work using findings from TADAT assessment results.	Achieved	PI
	Publicize the availability of TADAT data and its potential use for research purposes	In progress	PAT
	Continue the development of the database with the narratives from the TADAT PARs.	In progress	PI

Appendix 6. High-Level Work Plan for FY27 and Impact on TADAT Results Chain Outcome

Category	Main Activities	Status	Outcome Impacted
TADAT Assessments	Facilitate at least 15 to 20 first-time or repeat TADAT assessments at national level. Support select strategic TADAT assessments by financing the direct participation of TS		Preferred Assessment Tool (PAT) / Positive Impact (PI)
	Enhance collaboration with TADAT Partners and other CD providers in TADAT assessments.		PI
	Promote publication of TADAT reports actively		PI/PAT
	Review all TADAT PARs for compliance with the Field Guide and other approved standards.		Systemic Quality Assurance (SQA)
	Maintain TADAT assessment results database and other related statistics for Analytics.		PI/PAT
	Prioritize trademark registrations in high-risk jurisdictions to protect the TADAT brand from infringement and copyright violations.		PAT
TADAT Training & Outreach	Provide TADAT training (with exam) for at least 300 people.		Effective Dissemination (ED)
	Undertake at least two in-field/virtual strategic TADAT workshops (e.g., in tax administration, collaborative workshops with CD partners/providers—such as IMF Regional Technical Assistance Centers, tax administration umbrella organizations, etc.).		ED
	Organize TADAT targeted training and workshops on the new FG25 for TADAT assessors, TS members, and TADAT team leaders.		SQA
	Pilot the TADAT Good Practice course in at least one country or regional workshop		ED
	Participate in TADAT outreach activities at regional and international events for tax administrations and promote FG25 and TADAT 10-year report.		ED
	Expand use of newsletters, social media, workshops, TADAT Talks, TADAT coffee chats, to highlight innovations to FG25 and promote TADAT success stories		ED
	Compile TADAT Training Related Statistics for Analytics.		ED
TADAT Design Review and Monitoring	Finalize, pilot and launch the new TADAT online course		PAT/PI
	Maintain the TADAT website and promote it as a platform for modern, user-friendly hub for all TADAT resources and updates		ED
	Compile TADAT Outreach-related Statistics for Analytics.		ED
	Prepare tax administration background material for use in outreach activities		ED
	Review and update the current assessor accreditation arrangements		PAT/PI
	Initiate the development of an automated quality assurance workflow to streamline the internal review process		SQA/PI
	Upgrade the E- TADAT platform to ensure full alignment with FG25 and pilot it		PAT/PI
TADAT Analytical Work	Provide data for at least two papers for analytical work using findings from TADAT assessment results.		PI
	Publicize the availability of TADAT data and its potential use for research purposes		PAT
	Continue the development of the database with the narratives from the TADAT PARs.		PI



TADAT is a module of the
Global Public Finance
Partnership



And a partnership between

the International Monetary Fund

and the World Bank

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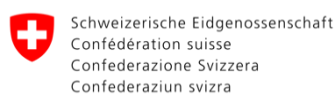
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