



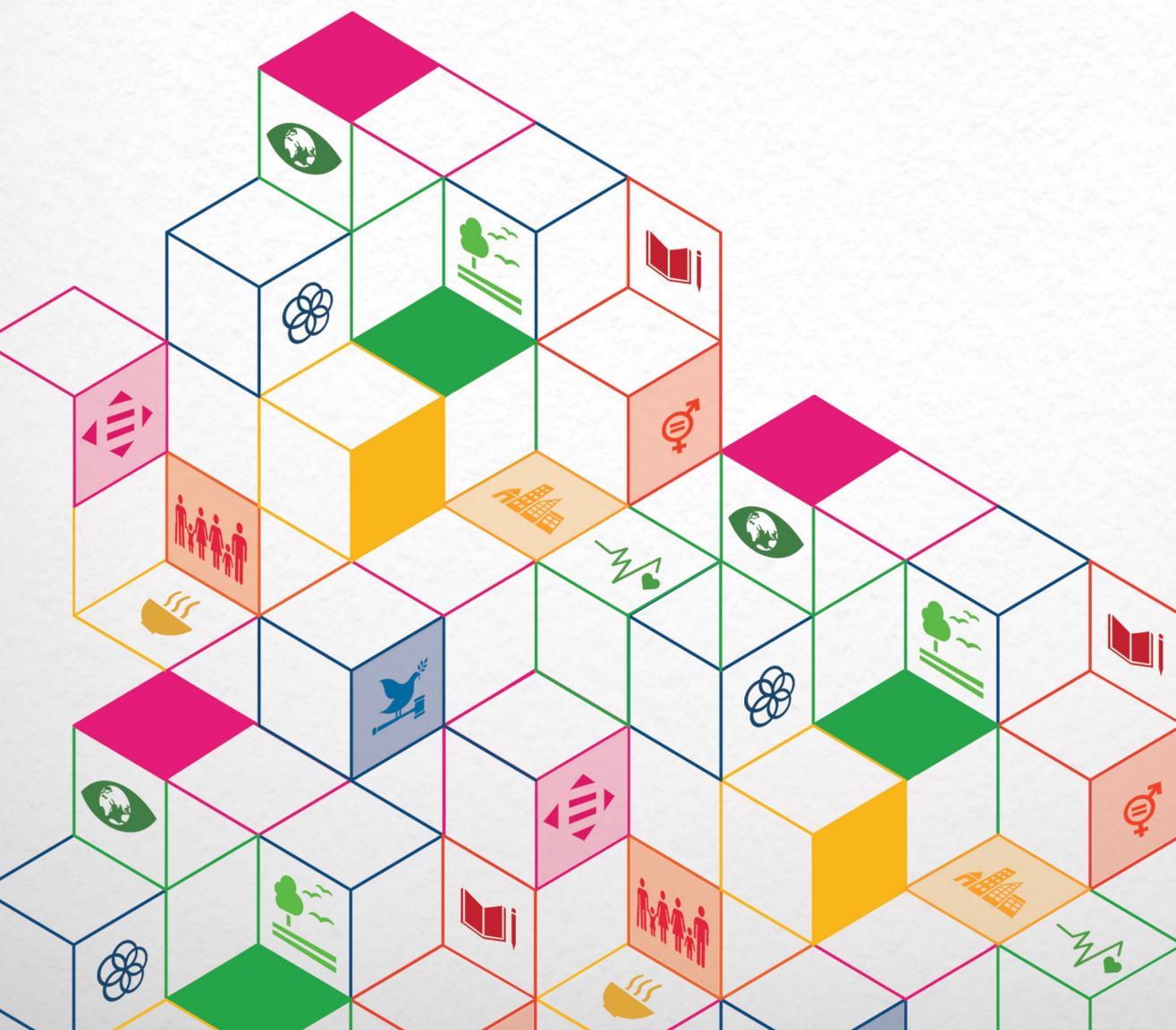
Tax for
SDGs
Initiative

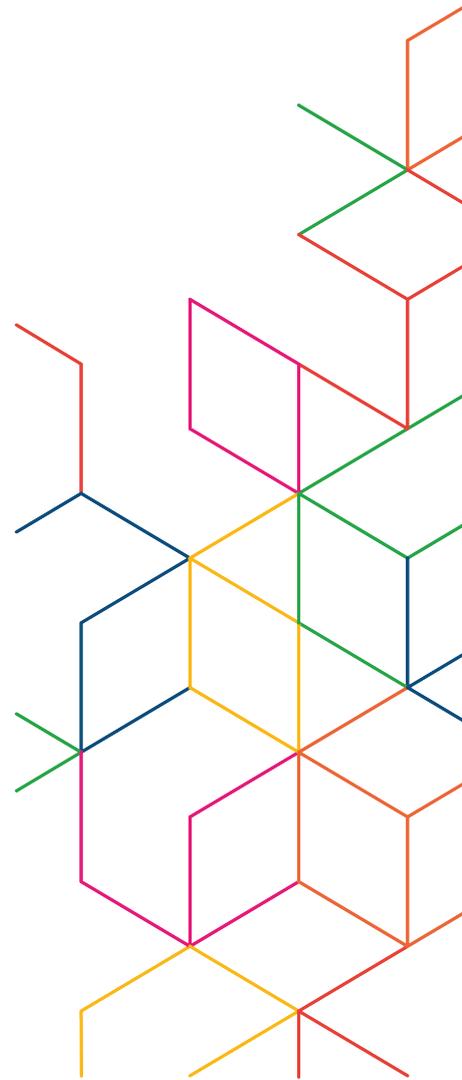
United Nations Development Programme

Tax for Sustainable Development Goals Initiative



Annual Report 2023





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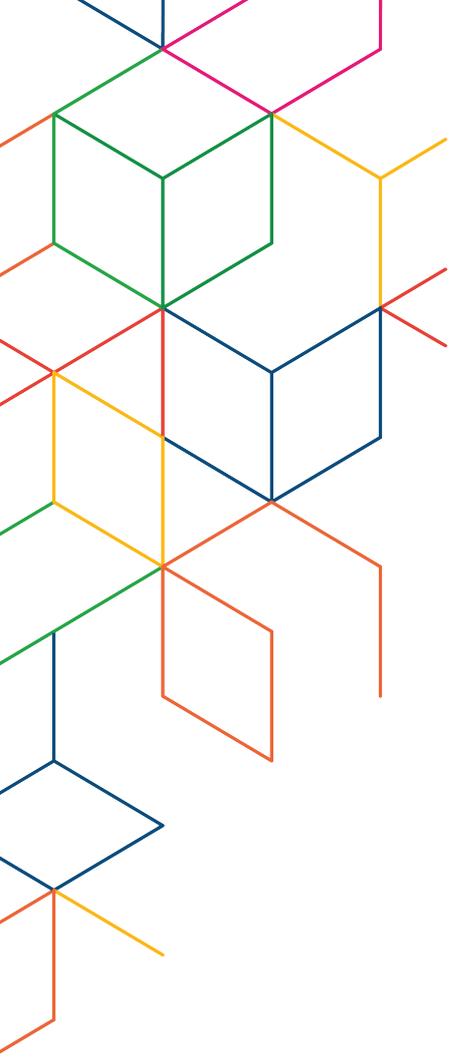
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Acronyms and abbreviations

AEOI	Automatic Exchange of Information
AfCFTA	African Continental Free Trade Agreement
ASRC	Armenian State Revenue Committee
ATI	Addis Tax Initiative
ATAF	African Tax Administration Forum
CIAT	Inter-American Center of Tax Administrations
CIS	Commonwealth of Independent States
DFL	Digital forensic laboratory
DTMM	Digital Transformation Maturity Model
DRM	Domestic resource mobilization
ECOSOC	United Nations Economic and Social Council
FIRS	Federal Inland Revenue Service
HMRC	HM Revenue & Customs (United Kingdom)
ICRICT	Independent Commission for the Reform of International Corporate Taxation
IFF	Illicit financial flow
IMF	International Monetary Fund
MoF	Ministry of Finance
OECD	Organisation for Economic Co-operation and Development
OECD FTA DTMM	OECD Forum on Tax Administration Digital Transformation Maturity Model
PTLAC	Regional Platform for Tax Cooperation for Latin America and the Caribbean
RBA	Regional Bureau for Africa
RBAP	Regional Bureau for Asia and the Pacific
RBAS	Regional Bureau for the Arab States
RBEC	Regional Bureau for Europe and the Commonwealth of Independent States
RBLAC	Regional Bureau for Latin American and the Caribbean
SARS	South African Revenue Service
SDG	Sustainable Development Goal
STF	SDG Taxation Framework
TE	Tax expenditure
TIWB	Tax Inspectors Without Borders
TP	Transfer pricing
UNU-WIDER	United Nations University World Institute for Development Economics Research
UNDP	United Nations Development Programme
VAT	Value-added tax
WHO	World Health Organization
ZIMRA	Zimbabwe Revenue Authority

Foreword

Tax revenue remains the most sustainable source of revenue for governments and the most viable means to raise finances towards the Sustainable Development Goals (SDGs). Furthermore, it reduces the dependence on international assistance and contributes to the repayment of burdensome debt, ultimately strengthening the country's ability to withstand external shocks. Yet in many developing countries, tax collection rates sit between just 15-20 percent of their Gross Domestic Product (GDP) compared to an average of 34 percent in Organisation for Economic Co-operation and Development (OECD) countries -- far below the levels needed to provide basic services and drive investment to critical SDG areas such as tackling poverty, climate action, and protecting our natural world.¹ Indeed, taxation is a critical means to ensure the more equitable distribution of opportunities so clearly articulated in the human development approach. Developing countries, facing a \$4 trillion investment gap in achieving the SDGs, require increased funding and effective policy solutions to realise this ambitious vision of the future.² Notably, this entails enhancing the capacity of tax administrations to generate vital revenues and align tax policies with SDG targets.

Responding to this demand from the governments, the Tax for Sustainable Development Goals (SDGs) initiative led by the United Nations Development Programme (UNDP) and supported by the Governments of Finland and Norway continued to offer tax administrations unique expertise on how to increase domestic resource mobilization to finance the SDGs in 2023 in its first full year of implementation. The initiative focused on strengthening domestic resource mobilization to finance the SDGs, while simultaneously enhancing the capacity of tax administrations to address tax avoidance, tax evasion, and other illicit financial flows. Moreover, it facilitated the alignment of tax policies with tangible outcomes in crucial areas such as gender equality and health.

The Tax for SDGs initiative has made significant progress in aligning tax systems with SDG targets across 25 countries, with a particular emphasis on Least Developed Countries and Small Island Developing States. This Annual Report documents the initiative's achievements, including the introduction of the draft SDG Taxation Framework (Diagnostics) in nine countries, enabling governments to better harmonize their tax policies with SDG targets. A notable example is the initiative's support for the Government of the Republic of Armenia in implementing higher taxes on tobacco products to reduce consumption, thereby contributing to improved health outcomes. Furthermore, this report provides an overview of the results achieved by the Tax Inspectors Without Borders (TIWB), a joint initiative between the OECD and UNDP, which forms an integral component of Tax for SDGs' engagement. In 2023, TIWB launched 19 new programmes and assisted governments in generating an additional \$230 million in tax revenues, which can be directed towards a range of crucial SDG areas.

The demand for support from the Tax for SDGs initiative has far surpassed initial expectations, underscoring the global recognition of its impact. In light of this growing momentum, we are committed to expanding our network and inviting new partners to join us in this transformative endeavour, which is a key constituent part of UNDP's 'moonshot' to promote the investment of over \$1 trillion in public and private investment in the SDGs by 2025. Building on this success, UNDP is committed to supporting governments in assessing the trade-offs and synergies between tax and budgets as part of a comprehensive fiscal policy for the SDGs. Indeed, these initiatives demonstrate the growing collective will by many developing countries to actively shape a financial architecture that systemically aligns capital with sustainable development. They are also indicative of a wider shift in thinking now taking place whereby key financial mechanisms like taxation can -- and must be -- more carefully moulded to better serve the interests of people and planet at this global inflection points.



Achim Steiner
Administrator
United Nations Development Programme (UNDP)

1 OECD (2023). Revenue Statistics 2023. Available at: <https://oe.cd/revenue-statistics>

2 World Investment Report 2023 (UNCTAD publication, 2023). Available at: <https://unctad.org/publication/world-investment-report-2023>

Executive Summary

Progress and milestones: This report encompasses the activities and progress of the Tax for SDGs Initiative from 1 January 2023 to 31 December 2023. Throughout this period, the implementation of the Initiative has advanced steadily. The Initiative has successfully signed 17 Country Engagement Plans (CEPs), bringing the total to 22 signed CEPs among the 25 focus countries. The CEP for Egypt has been agreed with the Government but awaiting signature. The Initiative has also appointed 14 National Coordinators, ensuring effective implementation of these plans. These achievements have laid the groundwork for the Initiative to scale the work in its next phase.

The report details the Tax for SDGs Initiative's engagements with various countries throughout 2023, provides updates on each specific output, and highlights key regional and thematic developments. Additionally, it provides an overview of TIWB Initiative and partnerships.

Output 1 focused on enhancing the capacities of national tax administrations and related agencies to address tax avoidance, tax evasion and other IFFs, particularly through technical assistance and cooperation facilitation. Key engagements included the implementation of TIWB programmes, capacity-building initiatives, the development of tax policy and legal frameworks, and digital transformation efforts.

For instance, capacity-building initiatives were undertaken – in Ghana for revenue officers, in Nigeria, to revitalize its tax committees, in Eswatini, by conducting joint audit exercises, and in Colombia, focusing on aligning tax strategies with the SDGs. In Bhutan and Maldives, the Initiative contributed to designing risk management frameworks through a review of income tax legislation and to advocating for improved property tax rules. In Sri Lanka, the Initiative contributed to designing frameworks on tax transparency for combating tax crimes and enhancing institutional knowledge and capacities of the tax administration on tax evasion. This was the result of meetings held with policymakers to identify the gaps and root causes in tax policy that led to the economic crisis. The growing demand for digital transformation resulted in initiatives ranging from digital strategy reviews in Nigeria and Tanzania, to the setting up of the first phase of digital forensic laboratories in Armenia and Honduras.

In 2023, through TIWB great progress was achieved in empowering revenue administrations around the world. Operating 59 ongoing programmes across Africa, Asia and the Pacific, Arab States, Europe and the CIS, and Latin America and the Caribbean, TIWB achieved notable milestones. Since its launch in 2012, TIWB achieved \$2.30 billion in additional tax collected and \$6.05 billion in additional tax assessed. In 2023 alone, it achieved \$230 million in additional tax revenue collected and \$1.11 billion in additional tax revenue assessed. This financial impact extended beyond revenue augmentation, fostering enhanced capacities within revenue administrations. Over 130 new experts joined the UNDP-maintained TIWB Roster of Experts, across eight thematic areas, in response to the increased demand for expert support. Key events such as roundtables, workshops and webinars underscored TIWB's commitment and global reach, affirming its crucial role in supporting revenue administrations.

Output 2 supported governments in aligning their tax and fiscal policies with the SDGs. The draft SDG Taxation Framework (STF) (Diagnostics), a comprehensive tool designed for national governments to optimize the alignment of a country's tax system with the SDGs, was launched globally (for details, see the draft STF (Diagnostics) Handbook and STF (Diagnostics) Toolkit). The draft STF (Diagnostics) has been piloted in nine focus countries (Armenia, Bhutan, Djibouti, Nigeria, Sri Lanka, Tanzania, Togo, Uzbekistan and Zimbabwe) for selected SDGs based on countries' priorities. Twelve missions have conducted detailed diagnostic assessments which have helped countries in identifying areas of tax policy support for furthering progress in achieving these SDGs. Support plans for the implementation of agreed areas based on the draft STF (Diagnostics) results and recommendations are underway for these countries to enhance DRM and promote sustainable development through informed tax policies.

The initiated support includes the alignment of tax policies for gender equality, good health and well-being, the drafting of legislation for carbon tax, the optimization of tax expenditures, improvement in the efficiency and digitalization of tax administrations, and the building of tax audit capacities for transfer pricing (TP). These led to capacity building for over 200 policymakers, and an average increase of around 40 percent in the understanding of the linkages between tax and the SDGs, according to participant survey data. In Sri Lanka, in addition to policymakers, SDG youth ambassadors at Colombo University were trained on the role of taxation in helping to attain the SDGs. More focus countries, including Colombia, Comoros, Ghana, Kenya and Maldives, will be implementing the draft STF (Diagnostics) by Q2 2024.

Output 3 supported the generation and incorporation of evidence and perspectives from developing countries into regional and international discussions about taxation. To this aim, Tax for SDGs continued to foster dialogues to strengthen the understanding of the interlinkages between tax and the SDGs, promote peer-to-peer exchange, forge interdisciplinary approaches to taxation, and explore innovative tax measures that could drive sustainable development. The flagship Dialogue on Tax and SDGs, hosted in partnership with Columbia University, saw a remarkable turnout and was joined by around 360 in-person attendees representing 61 countries (25 focus countries, 29 non-focus programme countries, and 7 non-programme countries) and 48 entities. These entities included: international organizations (International Monetary Fund, OECD, Office of the United Nations High Commissioner for Refugees, World Health Organization, World Bank); regional organizations (African Capacity Building Foundation, African Tax Administration Forum, Inter-American Center of Tax Administrations, *Cercle de Réflexion et d'Échange des Dirigeants des Administrations Fiscales* [CREDAF, Exchange and Reflection Forum for Tax Administration Leaders], West African Tax Administration Forum), foundations (Friedrich-Ebert-Stiftung [FES], Bill & Melinda Gates Foundation, Hewlett Foundation, Robert Wood Johnson Foundation), academic institutions (New York University, University of Oxford, Paris School of Economics, UMass Amherst, Yale University); and civil society organizations (Eurodad, Financial Accountability and Corporate Transparency Coalition, Oxfam America, Tax Justice Network, Tax Justice Network Africa). This broad participation indicates great interest and commitment across various stakeholders to the

topics discussed. The high-level representation demonstrated the significance of the Dialogue and its potential impact on shaping future tax policies and strategies that are aligned with the SDGs. In a follow-up survey, participants rated the Dialogue 4.5 out of 5 points for satisfaction. Attendees reported an increased level of knowledge on various tax and SDGs topics, emphasized the role of the Dialogue in promoting a forward-thinking approach, and acknowledged UNDP's potential in supporting countries to effectively achieve the SDGs.

The Tax for SDG Initiative also utilized United Nations platforms such as the United Nations Economic and Social Council (ECOSOC) Financing for Development Forum (FfD) and the United Nations General Assembly to garner political support and motivate both global and national partners to leverage taxation for the achievement of the SDGs. These included an event held on the margins of the FfD to share insights from Eswatini, Rwanda, Sri Lanka, Finland and Norway on the centrality of taxation as a vital instrument for financing the SDGs, and a side event at the United Nations General Assembly with the World Health Organization (WHO), which highlighted the role of tax policies in promoting well-being. The Initiative also contributed to the Global Conference in Public Finance for Inclusive and Sustainable Development, co-organized by UNDP, United Nations Children's Fund (UNICEF), International Monetary Fund (IMF) and OECD in Istanbul, aimed at empowering tax administrations to learn from and contribute to the advancement of SDG-aligned taxation policies; and to the SDG Finance Academy hosted in Bangkok and Panama, as part of UNDP's strategy to strengthen its internal capacity and that of national partners to promote additional financing for the 2030 Agenda for Sustainable Development.

The annual TIWB Stakeholders Workshop held in Paris brought together 170 participants from host administrations, partner administrations, the expert community, and regional and international organizations, as well as donors. It reflected on the good practices and lessons learned regarding progressing TIWB programmes. Later, technical workshops for stakeholders were organized to further capacity building in specific areas, some of which were organized in partnership with African Tax Administration Forum (ATAF) and the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF).

In addition to the global platforms, the Initiative supported the participation of tax administrators and policymakers from focus countries in regional technical workshops. For example, it supported Sri Lanka's participation in the Workshop on Tax Expenditures for Asia held in the Philippines. This led to the Government of Sri Lanka incorporating tax expenditures reporting into its budgeting exercises, thereby paving the way for improved fiscal practices in the country. The Initiative also facilitated an exchange of best practices in tax policy and administration aligned with the SDGs among focus countries in the Regional Bureau for Asia and the Pacific (RBAP), including Maldives and Sri Lanka. Moreover, it supported Colombia in hosting two pre-Ministerial summits during the Regional Platform for Tax Cooperation for Latin America and the Caribbean (PTLAC), advocating for fair tax policies and inclusive civil society engagement.

UNDP's efforts in the field of taxation have led to productive collaborations with partners. Engagements with WHO, United Nations University World Institute for Development Economics Research (UNU-WIDER), Addis Tax Initiative (ATI), Inter-American Center of Tax Administrations (CIAT), the South Centre, Independent Commission for the Reform of International Corporate Taxation (ICRICT), Financial Accountability and Corporate Transparency Coalition, Oxfam America, and the Transparency and Accountability Initiative covered a diverse array of topics from health

and well-being to digitalization, global tax reform, transparency and investment in tax ecosystems. The result of these collaborations was evident in the organization of joint workshops, high-level dialogues and capacity-building events worldwide, showcasing UNDP's commitment to fortifying tax systems. For instance, in Sri Lanka, a joint capacity-building workshop on strengthening the taxation framework of the digital economy also explored potential avenues to increase DRM. In Bhutan and Sri Lanka joint workshops were organized on building the tax administration's negotiation skills on tax treaties and design a country-specific sustainable tax treaty model. Additionally, interactions with Columbia University, OECD, African Capacity Building Foundation and ATAF reinforced existing ties while exploring new avenues for collaboration, amplifying the Initiative's global impact.

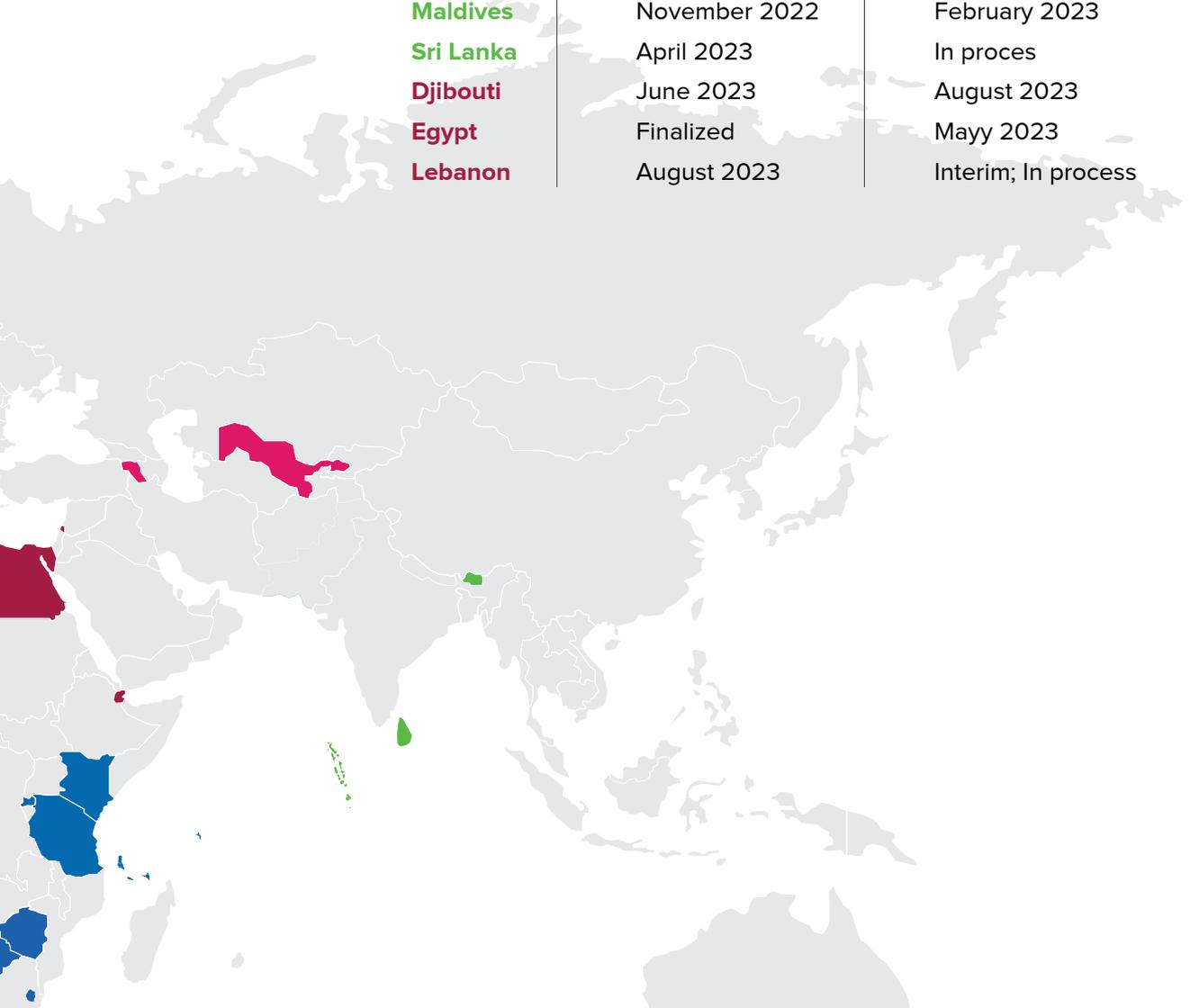
Countries supported by UNDP Tax for SDGs Initiative in 2023

Country	Country Engagement Plan signed (date), finalized, drafted	National Coordinator hired (date), in process
Angola	-	-
Botswana	-	-
Comoros	March 2023	-
Congo	April 2023	In process
Eswatini	October 2022	March 2023
Gabon	June 2023	-
Ghana	September 2022	January 2023
Kenya	November 2023	-
Namibia	September 2023	In process
Nigeria	January 2023	March 2023
Rwanda	November 2023	December 2023
Seychelles	November 2023	July 2023
Tanzania	March 2022	July 2022
Togo	August 2023	July 2023
Zimbabwe	April 2023	May 2023

Legend

- Regional Bureau for Africa
- Regional Bureau for Asia and the Pacific
- Regional Bureau for Arab States
- Regional Bureau for Europe and the Commonwealth of Independent States
- Regional Bureau for Latin America and the Caribbean

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Country	Country Engagement Plan signed (date), finalized, drafted	National Coordinator hired (date), in process
Bhutan	March 2023	March 2023
Maldives	November 2022	February 2023
Sri Lanka	April 2023	In proces
Djibouti	June 2023	August 2023
Egypt	Finalized	Mayy 2023
Lebanon	August 2023	Interim; In process

Country	Country Engagement Plan signed (date), finalized, drafted	National Coordinator hired (date), in process
Armenia	November 2022	January 2023
Uzbekistan	February 2023	April 2023
Colombia	July 2023	April 2023
Honduras	November 2023	-

Tax for SDGs Initiative: Achievements in 2023

In 2023, UNDP Tax for SDGs Initiative made noteworthy strides, aligning with its theory of change objectives.

Output 1: National tax administrations and other relevant agencies have increased capacities to tackle tax avoidance, tax evasion and illicit financial flows.

Tax Inspectors Without Borders (Planned Activities 1.1)

The year saw the launch of 19 Tax Inspectors Without Borders (TIWB) programmes across Africa, Asia and the Pacific, Arab States, Europe and CIS, and Latin America and the Caribbean, with support from international bodies and countries such as France, India, Italy and Morocco. The impact was profound, with \$230 million in additional tax collected and \$1.11 billion in tax assessed in 2023 alone, further extending beyond revenue augmentation to enrich organizational and human capacities within revenue administrations. Since its launch in 2012, the cumulative numbers have reached \$2.30 billion in additional tax collected and \$6.05 billion in tax assessed (for more information, see the 2023 TIWB annual report).

Poland collaborated with **Bhutan's** Revenue and Customs, initiating TIWB's second programme in Bhutan. Three Polish finance experts trained the National Tax Administration officials on international taxation, TP and cross-border audits.

Sri Lanka was supported to sharpen its international tax cooperation and advance SDG achievement. As a result, **Sri Lanka** and **Morocco** have initiated a TIWB South-South programme, emphasizing multinational corporation audits and bolstering TP expertise. A trilateral meeting and future scoping mission were coordinated.

2023 saw the launch of the third **Armenian** State Revenue Committee's (ASRC) TIWB programme, aided by the Italian Revenue Agency. Italian experts will enhance ASRC's Transfer Pricing proficiency, solidifying through a signed memorandum of understanding. Plans are made to launch an Advance Pricing Agreement TIWB programme, also supported by the Italian Revenue Agency (IRA), in 2024.

New TIWB programmes were launched in **Georgia**, where the Dutch Tax Administration is assisting Georgian colleagues on matters of digitalization, and in **Azerbaijan**, where HM Revenue & Customs (HMRC) is supporting the Ministry of Taxes with tax audits.

In September 2023, the first TIWB programme was launched in **Uzbekistan**. The Tax Committee is receiving support from a UNDP roster expert on challenging TP cases and building its capacity in this highly technical area of tax administration.

Egypt's fourth TIWB programme supported by HMRC on tax auditing and TP is ongoing.

Lebanon's Ministry of Finance (MoF) received assistance from Norway's Tax Administration for Digital Transformation Maturity Model (DTMM). UNDP is providing substantial support for the logistics and coordination for this TIWB

programme, in light of the economic crisis that is hindering staff availability and regional security concerns that limit access to the country.

In **Tunisia**, in May 2023, a TIWB mission presented a manual of tax crime interviewing techniques to train the tax authority investigations unit and the *Brigade des investigations et de la lutte contre l'évasion fiscale* (BILEF, Investigation and Anti-Tax-Evasion Brigade) staff members; 24 persons were trained.

A workshop/TIWB mission targeting **Yemen** was held in Egypt covering the Risk Assessment Ministerial Decree and TP audits. The Egyptian Tax Authority, in a South-South peer exchange component of the workshop, presented its approach to TP audits. An autonomous liquid natural gas producer tax file audit was reviewed, and risk assessment guidance was provided by UNDP Roster TIWB expert.

Supported by TIWB and experts from the South African Revenue Service (SARS), **Eswatini** launched its first TIWB programme on tax crimes, and conducted a workshop to assess and enhance capacity for cross-border investigations and DRM.

TIWB worked with **Tanzania** on Transfer Pricing with ATAF experts, conducting three missions, reviewing legislation, and proposing a TP audit manual.

In 2023, TIWB collaborated with **Zambia** to initiate two new programmes, expanding their partnership to four active initiatives. Building on previous efforts in general TP and extractives, the new programmes focus on the banking and insurance sector and telecommunications.

TIWB worked with **Liberia** on TP for financial services, gambling and telecommunications with ATAF experts and a Kenya Revenue Authority (KRA) telecommunications expert. The current support has been positively received by the Tax Administration.

South Africa launched its first TIWB programme in 2023. The programme's area of assistance is Transfer Pricing Audit for Customs, with a focus on the automotive industry.

TIWB, with experts from the General Directorate of Public Finance, France, worked with **Benin** on TP, covering the banking and insurance sector. In addition, Benin expressed interest in implementing TIWB programmes on Global Minimum Tax and Criminal Investigations.

TIWB worked with **Cabo Verde** to launch its second Programme in TP for tourism sector. As per the request by *Direção Nacional de Receitas do Estado* (DNRE, National Directorate of State Revenue) TIWB is seeking an industry expert with a good understanding of the country context.

TIWB worked with **Zimbabwe** Revenue Authority (ZIMRA) in combating tax crime through practical tools, training, and launching a TIWB Criminal Tax Investigation (TIWB-CI) programme.

TIWB worked with **Peru** in launching the first programme on the Country-by-Country Reporting standard. TIWB experts from HMRC and Mexico Tax Administration will support Peru's *Superintendencia Nacional de Aduanas y de Administración Tributaria* (SUNAT, National Superintendence of Customs and Tax Administration) in the management of this information to use it in audit processes, risk assessments and data analysis, etc.

TIWB worked with **Saint Lucia** in launching a programme on Automatic Exchange of Information (AEOI). TIWB experts from India will support the Saint Lucia Tax Administration in the management and coding of this information, including the application of matching learning techniques.

Incorporate digital technology solutions in taxation (Planned Activities 1.2)

Comoros' MoF requested support with the digitalization of its tax base. The feasibility of this request is being examined.

In **Kenya**, the Initiative supported the Kenya Revenue Authority (KRA) with a review and an alignment of the tax administration digital transformation strategy with international good practices outlined in the OECD Forum on Tax Administration Digital Transformation Maturity Model (OECD FTA DTMM) through peer support from the United Kingdom's HMRC.

In **Tanzania**, the Initiative conducted a baseline study on revenue for 23 regions, leading to bankable projects, and developed and piloted a software solution for local government revenue collection in two jurisdictions. The software is enabled by point-of-sale mobile devices in places of business. Tanzania also received support in reviewing its tax system's digital transformation strategy, improving data governance, and conducting OECD FTA DTMM assessments to align the Tax Administrations ICT Policy to international best practices outlined in the OECD FTA DTMM.

In **Nigeria**, the Initiative's support to the Federal Inland Revenue Service (FIRS) included completion of the digital transformation strategy and roadmap, aligning Nigeria's 2024 Finance Bill with Global Anti-Base Erosion Model Rules (GloBE Rules), and enhancing tax agencies'

gender-awareness.

In **Armenia**, the Initiative is advising ASRC in establishing the first-in-the-region digital forensic laboratory (DFL) to bolster collection, preservation, protection and analysis of digital evidence that can be used in detecting and investigating tax avoidance and evasion.

In **Lebanon**, the Initiative supported the digitalization of three tax forms, including e-filing for personal income taxes, corporate income tax declarations for financial companies, and withholding (income) tax on salaries and wages, to be launched in 2024. In addition, it kickstarted the review of the level of the digitalization of tax systems using the OECD FTA DTMM best practices.

In **Honduras**, the Initiative is supporting the Servicio de Administración de Rentas (SAR, Revenue Administration Service) in setting up the first phase of DFL to be used in collecting, preserving, protecting and analysing digital evidence that can be used in prosecuting tax evaders in courts of law.

In **Maldives**, the Initiative is supporting Maldives Inland Revenue Authority (MIRA) in setting up of Business Continuity Plan and Risk Management Policy to ensure operational resilience, mitigate risks, and guide response to disruptions to the tax system.

Facilitate cooperation including South-South partnerships, enable capacity strengthening and leverage advances (Planned Activities 1.3)

The Initiative aided **Bhutan** in organizing workshops on tax legislation, and collaborated on Tax Treaty Negotiation.

In **Sri Lanka**, workshops were conducted on taxing the digital economy and treaty negotiation, also guiding on possible implications of the United Nations Tax Committee discussions.

In **Eswatini**, participation of six Eswatini Revenue Service officers in a joint audit with SARS for accrediting business operators was facilitated.

In collaboration with **Ghanaian** authorities, 645 revenue officers across 84 local assemblies were trained to enhance local revenue

generation strategies. Knowledge exchange was facilitated between the Ghana Revenue Authority and Canada's Revenue Agency.

Zimbabwe's ZIMRA trainers were trained on ensuring gender equality, fostering workplace improvements and advocating for the consideration of Gender Seal adoption for

SDG-aligned workplace improvements.

Sixty UNDP Youth Leadership Programme volunteers aided **Lebanon's** Tax Department in data entry, enabling more inspections, and streamlined tax-related processes for compliance.

Build capacity of auxiliary professional and capacity development organizations (Planned Activities 1.4)

Tax for SDGs courses were designed to train tax administrations, policymakers and academics on the interconnections between tax policies and achieving the SDGs. These courses were conducted in **Colombia, Eswatini, Sri Lanka and Tanzania**, engaging a total of 130 participants from these countries; 95 percent of participants reported an enhancement in their understanding of the role of tax policies in driving sustainable development and of their own role in facilitating this process. The courses utilized engaging and innovative training methods, requiring participants to contextualize the course content to their local settings. This approach encouraged the development of localized solutions, focusing on crafting tax policies that support the achievement of the

SDGs and enabling tax administrations to facilitate these developments.

Collaborating with **Sri Lanka's** MoF and the South Centre, capacity-building workshops on taxation and the SDGs were organized for the Inland Revenue Department, policymakers and academics.



Workshop in Sri Lanka with the Ministry of Finance, UNDP and South Centre, May 2023.

Photo: UNDP Sri Lanka

Output 2: Governments increasingly align tax and fiscal policies with the Sustainable Development Goals.

Draft SDG Taxation Framework (Diagnostics) (Planned Activities 2.1)

The draft STF (Diagnostics) was introduced in 2023 after extensive consultations and reviews by external experts. It provides countries with a framework to assess and align their tax policies towards achieving the SDGs. A detailed handbook explaining the diagnostics and a toolkit on how to use the diagnostics have been developed in draft and are available at the Tax for SDGs webpage. The draft STF

(Diagnostics) has been piloted in nine countries with assessments carried out for different SDGs based on country priorities, recommendations provided based on the framework results, and support initiated.

In **Bhutan**, an STF (Diagnostics) assessment of DRM was followed by an STF Self-assessment and targeted advice on gender equality and climate change taxation.



STF (Diagnostics) Mission in Bhutan on Gender Equality and Climate Change, August 2023.

Photo: UNDP Bhutan

An STF (Diagnostics) mission in **Sri Lanka** uncovered needs for regular value-added tax (VAT) and income tax gap analysis as well as other reforms. Academic institutions and students from various universities were introduced to the linkages between tax and the SDGs.

In **Armenia**, experts facilitated SDG self-assessment for SDG 17.1 and SDG 3, leading to a series of projects related to health and well-being and a growing interest in TIWB.

Three impactful STF (Diagnostics) missions in **Uzbekistan** emphasized SDGs 7, 10, 16 and 17, which resulted in a comprehensive review of the effectiveness of the methodology for assessing tax expenditures.

Following the STF (Diagnostics) launch, a draft report is being finalized for discussion with **Eswatini's** MoF based on a desk review of SDG 9.

The draft STF (Diagnostics) was piloted in **Nigeria**, highlighting policy gaps, based on which FIRS convened a workshop of 20 high-level officials from FIRS and the MoF to develop a guidance note for a tax gap analysis, focusing on corporate income taxes and VAT.

A workshop prepared the Tax Policy Unit and the **Togolese** Revenue Office to carry out an STF (Diagnostics) assessment of 2024, emphasizing SDG 17.

In **Tanzania**, the STF (Diagnostics) identified working on Gender Equality Seal, using sex-aggregated data and gender responsive tax reforms as key areas of focus for SDG 5. Whereas for SDG 17, focus areas included improving the tax-to-GDP ratio by reducing the tax gap and analysing monitoring tax expenditures.

In **Zimbabwe**, an STF (Diagnostics) mission assessed tax alignment with SDGs 3, 5 and 17, highlighting capacity gaps in achieving the SDGs. This mission and the recommendations on health and taxation led to the implementation of a sugar-sweetened beverage tax, and the adoption of a policy position to create a digital platform for excisable products.



STF (Diagnostics) Mission in Zimbabwe, May 2023.

Photo: UNDP Zimbabwe

The **Djibouti** Government is seeking tax policy alignment in five key SDG areas: poverty, employment, education, health and carbon taxation. An initial February STF (Diagnostics) mission on SDG 17 was paused due to a change of government and preference to prioritize a solid CEP. A November mission focused on SDG 13, and carbon tax policy. UNDP drafted carbon tax legislation and policy options for inclusion in the country's finance law in 2024.

SDG-driven research for tax/fiscal policy development (Planned Activities 2.2)

A common research framework is being piloted in **Bhutan** and **Nigeria** to conduct catalytic and standardized in-depth country level studies on taxation and gender equality to generate new knowledge to inform gender-responsive tax reforms.

The **Maldives** MoF approved a study on tax and foreign direct investment towards establishing sustainability-driven and pro-investment regime. The study will take Small Island Development States-specific issues into consideration. The MoF also approved a study in order to determine the tax incidence of the income-tax to ascertain the progressivity of the income tax regime in the country.

In **Armenia**, technical assistance was provided for tobacco tax revenue modelling as well as modelling of the impact an increased excise duty on tobacco will have on health, the results of which helped support legislative changes in Armenia's excise tax on tobacco. Similar work on sugar and/or sugary beverages is ongoing.

In **Uzbekistan**, the Ministry of Economy and Finance was assisted with drafting a methodology for assessing tax expenditures' effectiveness. This work will continue in 2024, possibly leading to publication of the country's first tax expenditures report.

A workshop on gender equality in public financial management and tax policies was conducted for **Comoros'** MoF and tax administration. Further support was extended to the general budget directorate to prepare the forthcoming Financial Operations Law reforms, particularly those relating to the introduction of programme budgets.

Through work on the Gender Equality Seal, tax administrations in **Nigeria**, **Rwanda** and **Mongolia** made important institutional

arrangements by establishing gender equality committees.

In **Togo**, advisory support was provided to the Fiscal Policy Unit (UPF), the Togolese Revenue Office (OTR) and the Umbrella of the Municipalities of Togo on SDG-driven tax interventions.

The Initiative agreed with the **Egyptian** Tax Authority to provide it with technical assistance for green/carbon taxation, digital economy taxation and the global tax rules, and inputs to the national tax strategy.

In 2023, the Initiative developed a two-stage toolkit, i.e. structural and analytical, to assess the alignment of national tax expenditure (TE) systems with the SDGs. The toolkit was tested in **Djibouti** and **Uzbekistan** renewing interest in TE issues.

The project partnered with **Ghana's** Statistical Service to gather business data in six local assemblies, evaluating their revenue potential.

In **Nigeria**, a research study was supported with the National Action Committee on the African Continental Free Trade Agreement

(AfCFTA), identifying tax revenue opportunities, followed by a validation workshop attracting 30 participants from the private sector and government.

In **Zimbabwe**, several policy options to maximize informal sector taxation were researched and presented to the government.

In a similar fashion, tax administrators and fiscal policymakers in **Mongolia** were trained on gender-responsive taxation, which led to the development of a gender equality improvement action plan with support from Tax for SDGs experts.

Facilitation of consensus building for SDG-related taxation policy (Planned Activities 2.3)

The Initiative aided in creating animated videos to explain **Bhutan's** Property Tax Act, launched on official DRC online platforms.

A podcast series, 'What the Tax' was launched in **Sri Lanka**, which engaged experts and the public in discussions, promoting tax awareness and elucidating complex tax issues.

A five-day workshop was orchestrated in **Eswatini** for 17 tax professionals, strengthening their comprehension of tax and SDG linkages. A subsequent session focused on digital service taxation.



Nigeria National Dialogue, May 2023.

Photo: UNDP Nigeria

In **Nigeria**, the initiative gained unanimous support during a National Dialogue on SDG-aligned fiscal policies, engaging the Parliament,

youth, researchers and taxpayers. Aligned with the Finance Minister's ECOSOC statement, a commitment for Tax for SDGs was made, supporting tax authorities in capacity-building and implementing SDG-aligned policies, calling for urgent legislative action and addressing base erosion and profit shifting.

After the **Zimbabwe** STF (Diagnostic) mission, a national dialogue was held, which emphasized taxing the informal sector for DRM. SDG-focused strategies at Zimbabwe Economic Development Conference based on the prior informal sector taxation research were further presented.

In September 2023, a UNDP representative from the Initiative spoke at the "How can a new tax system restore growth and bring equity?" event in **Lebanon** organized by the Lebanese MoF's Institute of Finance and a civil society organization, Financially Wise. The initiative's expert also contributed to the plenary session, 'What does Lebanon need to comply with international tax practice?', which discussed wealth taxes and measures to address inequality.

In **Colombia**, two workshops on international taxation and Tax-SDG links were hosted, boosting local officials' expertise in regional tax policies (aligned with the PTLAC) and reinforcing SDG integration into government functions.

Output 3: Evidence and perspectives from developing countries are incorporated into regional and international discussions on taxation.

Organize conferences and/or meetings in partnership with regional organizations to bring stakeholders together to arrive at a common viewpoint on taxation (Planned Activities 3.1)

Together with the Addis Tax Initiative (ATI), the Initiative co-organized the Regional Workshop on Tax Expenditures for Asia in the Philippines. The Workshop facilitated opportunities for

governments to exchange with regional partners and experts on the estimation, reporting, and evaluation of tax expenditures. The initiative supported the participation of **Maldives** and **Sri**

Lanka to refine and improve their tax expenditure framework; facilitated **Ghana's** involvement in the West African Tax Administration Forum's High-Level Policy Dialogue and collaborated on ATI's TE workshop in Ghana.

In **Colombia**, the Initiative contributed to the PTLAC, hosting two pre-Ministerial summits involving 151 and 134 participants, respectively, advocating for fair tax policies and inclusive civil society engagement.

Support the meaningful and impactful participation of policymakers and experts from developing countries, particularly from Africa, in global discussions (Planned Activities 3.2)

The Initiative continued to facilitate and enhance the involvement of developing countries in global discussions on tax and the SDGs:

SDGs and Taxation: Lessons Learned and Best Practices from the Ground. Held on the margins of the 2023 ECOSOC Financing for Development Forum, the event emphasized the importance of sharing experiences and intensifying efforts towards policy solutions that steer tax systems towards accelerating progress towards the 2030 Agenda for Sustainable Development. Insights from Eswatini, Rwanda, Sri Lanka, Finland and Norway were shared on the centrality of taxation as a vital instrument for financing sustainable development.

Neil Herman Reichenberg, Minister of Finance of Eswatini, highlighted the impactful work carried out by the Tax for SDGs Initiative, "UNDP in Eswatini is holding our hand when it comes to broadening our tax base." The Tax for SDGs 2022 Annual Report was launched at the event.



Launch of the Tax for SDGs 2022 Annual Report at the "SDGs and Taxation: Lessons Learned and Best Practices from the Ground" session, April 2023.

Photo: UNDP Sustainable Finance Hub

Dialogue on Tax and SDGs. UNDP, Columbia University and the Governments of Finland and Norway co-organized the 2023 edition of the Dialogue at Columbia University and UNDP in New York. The Dialogue series serves as a platform for building political capital around taxation and the SDGs.

Built on the outcomes of its predecessor, this year the Dialogue spanned four days of in-depth discussions, with the aim to forge interdisciplinary approaches to taxation and explore innovative tax measures that could drive sustainable development.

It saw a remarkable turnout, with around 360 in-person attendees representing 61 countries, and 48 entities, such as international and regional organizations, private foundations, academic institutions and civil society organizations. This indicated a broad interest and commitment across various stakeholders to the topics discussed. This year's expansion included a 70 percent increase in the number of attendees and countries, and a 30 percent increase in the number of participating organizations.

The active involvement of key multilateral players, including the World Bank Group, IMF and OECD, underscored the importance of collaborative efforts in addressing challenges related to taxation and sustainable development.

The high-level presence of a deputy prime minister, 13 ministers and deputies, 24 heads and 11 deputy heads of tax administrations, and eight permanent representatives to the United Nations, as well as positive feedback with an

overall rating of 4.5/5.0, underscored the role of the Dialogue in promoting a forward-thinking and interdisciplinary approach to tax policy and SDG alignment, and acknowledged UNDP's potential in supporting countries towards effectively achieving the SDGs.

Participants reported an increased level of knowledge on various tax and SDGs topics, commended UNDP for launching the draft STF (Diagnostics) and the Tax for SDGs course, and recognizing the transformative potential of the STF (Diagnostics), called on UNDP to expedite its implementation across all countries.



2023 Dialogue on Tax and SDGs, November 2023.

Photo: Tom Pietrasik/Moments Notice Media

Regional Highlights in 2023

1. Africa

1.1 Eswatini

In May 2023, Eswatini initiated its inaugural TIWB programme with SARS experts' support. A collaborative three-day workshop engaged law enforcement in a comprehensive self-assessment of transboundary tax crimes, outlining growth areas for the Eswatini Revenue Service in tax audits, investigations and resource mobilization. Eswatini Revenue Service officers participated in a joint audit with SARS, entering businesses into a regional Automatic Accredited Economic Operators programme, fostering collaboration between tax administrations. The draft STF (Diagnostics) launch led to SDG 9's review initiation, aligning reports with the MoF's priorities. Workshops empowered tax professionals on tax-SDG correlations, including a Q3

session on digital service taxation and a framework for Eswatini's digital tax structure.



A three-day workshop on the correlation between tax and the SDGs in Eswatini, May 2023.

Photo: UNDP Eswatini

1.2 Ghana

The collaboration with key Ghanaian institutions trained 645 revenue officers across 84 local assemblies, enhancing revenue strategies and innovative financing. A pivotal knowledge exchange in Ottawa involved Ghana Revenue Authority leaders engaging with Canada's Revenue Agency on compliance and service delivery. Ghana's MoF committed to an STF (Diagnostics) assessment covering six SDGs, beginning with a technical workshop. Collaborating with the Ghana Statistical Service, the initiative gathered business data in six assemblies to guide tax decisions and assess revenue potential. In collaboration with UNDP and the Fiscal Policies Unit of WHO, Tax for

SDGs supported the Government of Ghana, civil society and academia on developing evidence on the merits of increasing taxes on health-harming products. This was used to support the passing of a new Excise Tax Law at the end of March.

In 2024, Ghana's focus is on aligning tax policies with the SDGs, leveraging technology, and refining Ghana's STF (Diagnostics) for impactful fiscal policies. An assessment of Ghana's tax policies to support the transition to clean energy and to help achieve SDG 7 is underway, and will be followed by concrete support measures to enhance and implement these policies.

1.3 Nigeria

In Nigeria, the initiative worked with FIRS on TP, AEOI audits, and helped develop a roadmap for digital transformation. The initiative contributed to the forthcoming 2024 Finance Bill, facilitating its alignment with Global Anti-Base Erosion

Model Rules (GloBE Rules). A pilot SDG Taxation Framework led to workshops on tax gaps, driving policy enhancements and guidance for FIRS. Research identified AfCFTA revenue opportunities, fostering stakeholder engagement.

Gender expertise led to Gender Seal adoption. SDG-aligned tax awareness was raised through the engagement with Parliament, NIPC and youth. For 2024, Nigeria’s approach holds promise, particularly by engaging the informal sector and recognizing tax’s impact on the SDGs for mobilizing resources and curbing IFFs.

Three tax administrations in Nigeria (FIRS, Ondo State and Kaduna State) also begun implementation of UNDP’s Gender Equality Seal for Public Institutions, reaching the stage of completing a guided self-evaluation, a key milestone on the Seal journey.



AfCFTA study, May 2023.

Photo: UNDP Nigeria

1.4 Seychelles

From July to September 2023, a detailed and collaborative effort was undertaken to develop the Seychelles CEP as part of the Tax for SDGs Initiative which was finalized in October 2023. This plan outlines priority activities and areas of support, focusing on strengthening tax governance and compliance. Key action areas include enhancing the capacity for taxpayer audits and the review of transfer pricing cases. In Q4 2023, the Seychelles Revenue Commission revitalized its TIWB programme with support from India to target undisclosed income and inflated expenses, leading to a productive South-South exchange mission between India and Seychelles. Additionally, the CEP support plan includes the establishment of a Tax Investigation Unit dedicated to conducting criminal tax investigations. This progress builds on a successful mission focused on transfer pricing, with collaboration from the UNDP and TIWB to explore further support in tax crime and investigations. CEP support areas also include: the development of a data governance framework and an audit risk-scoring mechanism for the Tax Management System; capacity building on Evidence-Based Tax Policy Making; creating opportunities for knowledge exchange on SDG-aligned tax administration; building the capacity of the Seychelles Revenue Commission’s Enforcement Team for improved

debt recovery strategies; providing technical assistance to bolster revenue recovery efforts from the yachting sector, with implementation planned for 2024. Efforts were equally made to facilitate Seychelles’ participation in global discussions on taxation. Minister Naadir Hassan attended the Global Dialogue on Tax and SDGs held at Columbia University where the recent launch of the CEP was also celebrated. During the dialogues, Minister Hassan served as a panellist alongside high-level representatives from the governments of Kenya, Namibia and Rwanda. His intervention highlighted the challenges Small Island Developing States face in leverage taxation for development.



Celebrating signing of CEPs for Seychelles, Rwanda, Kenya and Namibia during the 2023 Dialogue on Tax and SDGs held at Columbia University, November 2023.

Photo: Tom Pietrasik/Moments Notice Media

1.5 Tanzania

TIWB's collaboration in Tanzania for Transfer Pricing involved a legislative review and three capacity-building missions. These engagements yielded a TP audit manual and risk assessment template, also sparking discussions and initiating projects for subnational revenue enhancement. A software solution for local government revenue collection has been developed and is being piloted in two jurisdictions. The software is enabled by point-of-sale mobile devices in places of business. The review of digitalization strategy and data governance policy recommended the DTMM, which is ongoing and is seeking to enrich the IT roadmap and strategy. Follow-up engagements will include implementation of an artificial intelligence (AI) project, STF (Diagnostics) on health and on climate action. Other work

carried out during the year includes an STF (Diagnostics) on gender and DRM, and a Tax for SDG dialogue session, which was conducted in collaboration with UNU-Wider and Tanzania revenue authority.



Tanzania workshop on IT solutions, May 2023.

Photo: UNDP Tanzania

1.6 Zimbabwe

TIWB is supporting ZIMRA in tackling tax crime by launching the TIWB Criminal Tax Investigation (TIWB-CI) programme, in Harare, and providing tools, training and capacity building activities against financial crimes. Collaborating with Zimbabwe's Gender Commission, initiatives began for gender equality training and discussions on Gender Seal adoption at ZIMRA. An STF (Diagnostics) mission revealed tax-SDG gaps, directing recommendations to harness informal sector revenue, urging a national dialogue on its DRM role, as well as highlighting the potential of health tax reforms. Despite the disruptions caused by national elections, the STF (Diagnostics) recommendations gained traction, leading to the Government's adoption and implementation of some of them. These included the implementation of a tax on sugar-sweetened beverages and the development of a digital platform to monitor

the manufacturing of excisable items. Plans to develop a digital platform for excisable goods are underway. Robust stakeholder engagement persists, with upcoming dialogues and miner taxation gap analysis, and DFL consideration for efficient tax crime probes under TIWB.



STF (Diagnostics) mission in Zimbabwe, May 2023.

Photo: UNDP Zimbabwe

1.7 Others

Angola and Botswana are holding consultations on the CEPs; engagements with Comoros, Congo, Gabon, Kenya, Namibia, Rwanda and

Togo are expedited to advance their CEP implementation.

2. Arab States

2.1 Djibouti

Djibouti is targeting SDG-aligned tax policies for addressing poverty, inequality, employment, education, health, and climate change (carbon taxation). An initial scoping mission commenced work on tax expenditures and SDG 17. However, these STF (Diagnostics) and a technical advisory were deferred to solidify a comprehensive CEP and contract a National Tax Coordinator. The first post-CEP signing mission took place in November, towards achieving SDG 13 and in order to support an urgent request to develop related carbon tax legislation as part of the finance law. The STF (Diagnostics) 13 was prepared, as well as carbon tax legislation and related policy recommendations. Forthcoming activities will include STF (Diagnostics) assessments-informed input to the

rationalization of direct tax policies in Djibouti, and simplification of tax policy relevant to small and medium-sized enterprises (SMEs) and the informal sector. Initial discussions between the tax authorities of Morocco and Djibouti have been facilitated to develop a South-South partnership on capacity building on tax auditing, and UNDP drafted the terms of reference. A TIWB programme on tax auditing will build on this exchange and will be launched in 2024. A 'fiscal civism' campaign will also be developed next year. A digital transformation roadmap has also been requested, which will likely be supported through a TIWB programme, among other key action areas. The priority remains advancing tax reforms in line with Djibouti's key SDG priority areas.



STF (Diagnostics) 13 Workshop participants, November (left); UNDP expert conducting training on carbon tax (right); Djibouti Ministers signing the CEP with the UNDP Resident Representative.

Photo: UNDP Djibouti

2.2 Egypt

Egypt's fourth TIWB programme focuses on tax auditing and TP, with three missions slated for 2024. Discussions with the Egyptian Tax Authority explored green and digital taxation support, carbon taxation and other matters during an initial scoping mission. A verbal agreement was established at the end of 2023 on initial action areas, such as providing support for carbon taxation, providing input from Tax for SDGs experts on a national tax strategy, and preparing a complementary communications and taxpayer engagement strategy. According to the MoF's request, the first STF (Diagnostics) mission is planned for January 2024 to conduct an STF (Diagnostics) assessment on climate change (SDG 13) and develop carbon tax legislation. High-level engagement involved Egypt's Deputy Minister at the 2023 Dialogue on Tax and SDGs in New York, joining the panel on Integrating Economics into Tax Policy. UNDP may also facilitate stakeholder roundtable

discussions on both the carbon tax legislation and national tax strategy. Egypt will also represent the Africa Group in the United Nations Tax Framework discussions and has requested a technical advisory to inform their engagement.



Deputy Minister of Finance of Egypt speaking on a panel at the Dialogue on Tax and SDGs, November 2023.

Photo: Tom Pietrasik/Moments Notice Media

2.3 Lebanon

The Deputy Prime Minister of Lebanon has sought technical advisory support from UNDP for various ad hoc tax committees under his leadership. Initial meetings with Tax for SDGs experts focused on SDGs 1 (poverty), 3 (health) and 10 (inequality) to design a wealth tax and related excise taxes on luxury goods. UNDP facilitated the coordination of these committees by providing a dedicated facilitator.

In November, the tax authority requested STF (Diagnostics) training for the 12 members of the tax policy unit, scheduled for support in 2024. Despite a major economic crisis impacting staff retention, UNDP's assistance ensured the maintenance of core processes and information and communications technology (ICT) systems in the tax administration. The MoF collaborated with Norway's Tax

Administration for a crucial DTMM assessment in September 2023, strengthening Lebanon's tax infrastructure.

Lebanon's tax administration, which currently consists of a revenue directorate and VAT directorate, aims to use the DTMM to consolidate tax administration governance. UNDP's Tax for SDGs support facilitated the digitalization of tax forms, with plans to launch the Personal Income Tax e-declaration and e-payment gateway in January 2024. An assessment on equipping the VAT directorate building with solar panels to address electricity limitations was conducted by UNDP.

Regional funding is being pursued to enhance digital capabilities for over 260 MoF staff. In the summer of 2023, UNDP's Youth Leadership Programme, supported by Tax for SDGs Initiative,

involved 60 volunteers who provided dedicated support to the MoF for over two months. This significantly improved the digitization of tax declarations and filing, boosting morale among staff facing devalued salaries.

UNDP also facilitated the first-ever targeted street-by-street fiscal census in Lebanon to reinforce tax compliance. Thousands of taxpayers were registered, and many more submitted tax declarations. In 2024, a senior tax IT specialist will be contracted to conduct an IT infrastructure assessment and design a digitalization transformation strategy based on the DTMM assessment findings.

Lebanon’s active participation in tax-related discussions and high-level engagement at the Global Dialogue on Tax and SDGs demonstrate its commitment to fiscal reforms. The Cabinet’s endorsement of the CEP, recognition of UNDP’s advisory role, and the MoF’s eagerness to implement project activities all affirm UNDP’s alignment with Lebanon’s developmental goals.



Meeting with the Governor of Beirut and the Head of the Tax Authority, May 2023.

Photo: UNDP Lebanon



Young Lebanese volunteers supporting tax administration, July 2023.³

Photo: Rana Sweidan/UNDP Lebanon

3. Asia and the Pacific

3.1 Bhutan

In September 2023, Bhutan initiated its the second TIWB programme in collaboration with the Polish Government, following on from its first TIWB programme launched few years ago. The new programme aims to fortify Bhutanese tax administration’s capacity in undertaking complex tax audits of multinational enterprises. As part of the programme, seasoned experts from Poland’s MoF conducted comprehensive sessions in international taxation, TP audits, global tax laws and cross-border audit efficiency for National Tax Administration officials.

The project actively incorporated digital technology solutions, providing essential

technical support for the development of the property tax system and contributing to land and building data preparations. Simultaneously, technical assistance was extended to finalize draft rules associated with the newly enacted Property Tax Act of Bhutan 2022. In parallel, a four-day capacity-building workshop held in October 2023, in collaboration with the South Centre and the Inland Revenue Board of Malaysia, focused on Tax Treaty Negotiation, the Tax Treaty Policy Framework, and the Model Tax Treaty for Bhutan. Additionally, under the initiative of aligning tax policy with the SDGs, a mission conducted in August 2023 performed the Self-Assessment of the draft

³ <https://x.com/MAHauenstein/status/1696819276764553610?s=20> (see full video on UNDP volunteers in action) and a news article from L’Orient regarding their support: <https://today.lorientlejour.com/article/1347430/faced-with-a-civil-service-crisis-lebanon-brings-in-youth-volunteers.html>

STF (Diagnostics), emphasizing gender equality and climate change taxation, together with addressing SDG 17 through remote assessments by experts in DRM. These comprehensive efforts underscore the commitment to strengthening tax administration capabilities and aligning tax policies with the SDGs.



STF (Diagnostics) Mission on Gender Equality and Climate Change, August 2023.

Photo: UNDP Bhutan

3.2 Maldives

The Initiative in Maldives made some significant inroads into the project despite a busy election year that had engaged the national partners. The initiative began a study in order to review and recommend improvements for Maldives’ tax and foreign direct investment frameworks, aiming to establish a sustainability-driven and pro-investment regime. The initiative also undertook a study on the tax incidence of the new income-tax legislation to determine the progressivity of

income taxes. Support for the national partners involved in sponsoring representations at the Addis Tax Initiative regional conference in Manila on tax expenditures and active participation in the Dialogue on Tax and SDGs in New York. The regional and global dialogue facilitated an exchange of best practices in tax policy and administration aligned with SDGs. These initiatives act as a catalyst for substantial advancements in project implementation in 2024.

3.3 Sri Lanka

In August 2023, Sri Lanka partnered with Morocco in a TIWB programme targeting multinational enterprise audits and bolstering TP skills. Capacity-building workshops on the digital economy, treaty negotiations and the SDGs made significant strides in tax development. These workshops provided a unique opportunity for stakeholders (government agencies and private sector engaged in the digital economy) to exchange and interact with their peers and international experts. More importantly, they opened up avenues to mobilize domestic revenues. The STF (Diagnostics) missions on SDGs 17 and 5 highlighted areas for growth, emphasizing VAT and income tax analyses, automating data transfer, and promoting gender analysis in taxation.

Department (IRD) Commissioner’s participation at the Global Dialogue on Tax and SDGs in New York showcased Sri Lanka’s commitment to sustainable tax discourse. Despite challenges, robust stakeholder engagement and government support have driven progress. Future plans focus on financial literacy and anti-corruption efforts, aligning with the Revenue Authority establishment, and expanding impact through enhanced engagement in 2024.

To foster trust and strengthen the social contract with its taxpayers, outreach and awareness activities were initiated. The initiatives such as the “What the Tax” series and the Inland Revenue



Sri Lanka signing the CEP, May 2023.

Photo: UNDP Sri Lanka

4. Europe and Central Asia

4.1 Armenia

In June 2023, the Armenian State Revenue Committee teamed up with the Italian Revenue Agency for a new TIWB programme, strengthening ASRC's TP capabilities. As a follow up to a successful TIWB-CI programme, the UNDP Country Office is also actively assisting ASRC in establishing the first UNDP-supported DFL in the region and potentially in the world, which will help the authority combat tax evasion and other IFFs. At present, the work is making progress by conducting strategic assessments and procurements.

A self-assessment of the draft STF (Diagnostics) was performed in Armenia for SDGs 17.1 and 3, in partnership with ASRC, the MoF and the Ministry of Health, and a report with recommendations on how to align tax policies with the SDGs was delivered. As a follow-up, collaborating closely with the MoF, Tax for SDGs experts modelled the impact of increasing excise duties applicable to tobacco products on their consumption as well as state revenues, which

informed a legislative change. A successful cooperation with the Initiative led to growing demand for Tax for SDGs assistance related to health and well-being, and a follow-up project on modelling the impact of introducing taxation of sugar and/or sugar-sweetened beverages in Armenia will begin in Q1 of 2024. Despite deferred dialogues, positive governmental feedback and stakeholder engagement drive progress, aiming for a rescheduled, impactful national tax dialogue in early 2024.



Mission in Armenia, March 2023.

Photo: UNDP Armenia

4.2 Uzbekistan

In September 2023, after launching the country's first TIWB programme focused on TP, Uzbekistan initiated its first TIWB tax audit mission, bolstering tax scrutiny capabilities of the Tax Committee under the Cabinet of Ministers of the Republic of Uzbekistan. The assistance is well-perceived and appreciated, in addition to the tax administration-related assistance Uzbekistan received from other major donors such as the World Bank and IMF, and will be continued in 2024.

An STF (Diagnostics) assessment has been performed in Uzbekistan for modules on DRM, inequality, corruption, and affordable and clean energy. Valuable technical assistance was provided by a Tax for SDGs expert with helping the Ministry of Economy and Finance to improve their TE optimization strategy. These efforts will

continue in 2024, which should culminate in the preparation of Uzbekistan's first tax expenditure report.

The Gender Equality Seal initiative in Uzbekistan gained momentum, with the Ministry of Economy and Finance committing to its implementation after dedicated training, leading the work on gender equality in public finance institutions in the entire region. Uzbekistan's active participation in the Dialogue on Tax and SDGs showcased its commitment to global tax discourse. Administrative changes at the Ministry of Economy and Finance prompt a review of priorities for 2024, yet opportunities arise with the launch of the draft STF (Diagnostics) and upcoming engagement in the Global Dialogue on Public Finance and Tax for Gender Equality, demonstrating Uzbekistan's proactive stance.



Mission in Uzbekistan, August 2023.

Photo: UNDP Uzbekistan

5. Latin America and the Caribbean

5.1 Colombia

TIWB experts greatly enhanced Colombia’s Dirección de Impuestos y Aduanas Nacionales (DIAN, National Tax and Customs Authority) through tax auditing and TP while piloting tax crime investigations. A collaborative workshop with the South Centre bolstered local and regional officials’ knowledge on international taxation. This workshop was delivered to national officials from the MoF and the National Tax Administration, and some representatives from the PTLAC. In addition, UNDP Colombia held a workshop emphasizing SDG alignment of fiscal policy, which strengthened the knowledge and capacities of some local officials from different line ministries on the SDGs and their close relationship with public finances. In shaping the PTLAC, the initiative fostered regional collaboration, holding impactful pre-Ministerial summit events advocating for equitable tax policies. Challenges persist in

harmonizing fiscal policies, but UNDP’s active involvement ensures targeted capacity building for tax administrations and constructive civil society engagement. UNDP’s commitment in PTLAC events underscores its role as facilitator, promising continued support and expertise for regional taxation initiatives.



A mission in Colombia in partnership with UNDP Colombia and South Centre to discuss international taxation, November 2023.

Photo: UNDP Colombia

5.2 Honduras

Honduras faces a complex crisis involving political instability, pandemic repercussions and environmental challenges. Tackling poverty, gender equality, urban sustainability, and justice remains pivotal. The country’s mounting

debt prompts a need for more effective fiscal management to support its achievement of the SDGs. With a tax-to-GDP ratio below the regional average, Honduras initiated tax reforms in 2023.

UNDP and the Government of Honduras signed the Country Engagement Plan at the end of November. Prior to this date, and since the beginning of the year, the Initiative has been helping the Government of Honduras with the establishment of a DFL bringing together officials from the Honduras Tax Revenue Administration and the Police Department. Moreover, since

November 2023, UNDP has been assisting the tax administration with the establishment of an automatic exchange of information department; the establishment of a beneficial ownership registry; and the delivery of courses on the United Nations tax treaty model. These, among other activities, will help the Government align its tax policy with the SDGs.

Thematic Area Highlights

Draft SDG Taxation Framework (Diagnostics)

The Tax for SDGs Initiative introduced a draft SDG Taxation Framework (Diagnostics) in 2023. It is a comprehensive diagnostic framework designed for national governments to optimize the alignment of a country's tax system with the SDGs. (For details, see the draft STF (Diagnostics) Handbook and STF (Diagnostics) Toolkit.) The draft STF (Diagnostics) underwent successful pilots in nine focus countries (Armenia, Bhutan, Djibouti, Nigeria, Sri Lanka, Tanzania, Togo, Uzbekistan and Zimbabwe), guiding assessments across priority SDGs and identifying areas for targeted tax policy support. Action plans are currently being implemented in these countries, leveraging STF (Diagnostics) outcomes to enhance DRM through tailored policies for gender equality, health and carbon tax legislation, and improved tax administration

digitalization and audit capacities. Expanding its impact, the draft STF (Diagnostics) will launch in Colombia, Comoros, Ghana, Kenya and Maldives by Q2 2024, following educational webinars. Notable achievements include the draft STF (Diagnostics) implementation across 9 countries, impacting various SDGs, and empowering over 200 policymakers, resulting in a significant 40 percent increase in their understanding of the interconnection of tax and the SDGs. STF (Diagnostics) desk reviews are being conducted, which cover all 17 SDGs, including those not assessed during the pilots, and cover all the 25 focus countries. Upon completion of this exercise, the STF (Diagnostics) will be finetuned based on lessons learned during the desk reviews.

Tax and wealth, content development, and training on Tax for SDGs

The Tax for SDGs courses were launched in 2023 as a capacity-building initiative to align tax policies and fiscal strategies with the SDGs. The courses include a two-hour Fundamental Module delivered online providing an essential introduction to taxation and its linkages with sustainable development financing. This is supplemented by three five-to-six-hour Advanced Modules, in-person or hybrid, covering specialized topics for revenue officials, policymakers and academics. The Advanced Modules cover specialized training on DRM, tackling IFFs, tax incentives, digital taxation, and more. Conducted in Colombia, Eswatini, Sri Lanka and Tanzania, these interactive sessions brought together 130 key stakeholders including 21 participants from Colombia, 17 from Eswatini, 72 from Sri Lanka and 20 from Tanzania.

“The course profoundly shifted my narrow focus on revenue collection to understanding taxations broader impacts on sustainable

development and economic growth”, shared a participant from the Eswatini Revenue Service.

The sessions trained participants on how to facilitate the alignment of tax policies with sustainable development priorities. As a result of this training, participants reported that they increased their capacity to enable this nexus by over 90 percent. The courses were also presented at the Dialogue on Tax and SDGs in New York, sparking keen interest from revenue commissioners of several developing countries who requested the training for their jurisdictions. The courses underscore the growing realization of taxation's indispensable role in resourcing the 2030 Agenda for Sustainable Development. By building technical know-how, the Tax for SDGs courses catalyse developing countries' ability to strategically harness taxes to bankroll sustainable development.

Digitalization of tax administration

The imperative for digitalizing tax services was intensified by the interruptions of the COVID-19 pandemic. Disrupted procedures, delayed refunds and communication barriers, underscored the need for urgent action. In Africa, increased risks of tax evasion and avoidance necessitate a shift to desk-based audits with big data analytics, demanding swift dissemination of IT solutions to aid tax experts in developing countries. In 2023, the initiative made significant strides towards digitalizing tax administrations. Nigeria and Tanzania spearheaded tax administration digitalization through workshops and missions, upskilling 56 FIRS members

and training 62 individuals in Tanzania. The DTMM assessments resonated globally, guiding nations such as Honduras and Armenia toward DFLs. Namibia and Seychelles pursued software and framework development, Eswatini and Togo completely the gathering of business requirements, serving as the initial step towards scoping Digitalization of Tax Administration (DTA) interventions, across multiple countries including Eswatini, Togo, Sri Lanka, Maldives, Central African Republic, Kenya, and Rwanda, while international conferences and platforms such as TIWB Retreat illuminated the digital tax evolution.

Tax and gender

Fiscal policies and tax systems may harbour gender biases, with certain taxes and benefits discouraging women's involvement in paid and formal labour, exemplified by joint family income tax declarations and transfer conditionalities in some countries.

The Tax and Gender team championed gender-responsive tax policies through global engagements such as the IAFFE Annual Conference and the Dialogue on Tax and SDGs, conducting STF (Diagnostics) missions across Bhutan, Nigeria, Sri Lanka, Tanzania and Zimbabwe. A common research methodology on taxation and gender equality is being developed to provide research guidance for countries. Moreover, Bhutan is currently conducting a gender impact analysis of tax policy.

A new stream of UNDP's Gender Equality Seal for public institutions was developed and rolled out in 2023, targeting MoFs and tax administrations to support the institutional transformation required to advance towards gender-responsive tax systems. By embarking on the Seal journey, tax administrations and Ministries of Finance commit to undertaking measures to incorporate gender equality perspectives in all functions, notably those related to policy and services delivery. Nigeria, Rwanda, Ghana

and Uzbekistan are all implementing the Seal at either the tax administration or MoF under the Tax for SDGs initiative, while other countries, notably Mongolia, Bangladesh, Kyrgyzstan and the Philippines, are implementing the Seal through UNDP's Equanomics initiative, a joint venture between UNDP's Sustainable Finance Hub and Gender Team. Notable progress has been achieved in Nigeria, where three tax administrations have already completed a baseline evaluation and drafted a gender equality improvement action plan, a key milestone on the Seal Journey. The General Tax Authority of Mongolia has reached a similar stage. Furthermore, the Seal has brought about encouraging changes to institutional arrangements with the establishment of dedicated gender equality committees in tax administrations in Nigeria, Mongolia and Rwanda. A number of additional countries have expressed interest in implementing the Gender Equality Seal, but resources remain a challenge.

Over 110 officials underwent training, showcasing a growing commitment to inclusive tax policies and equitable institutions. In 2024, the pivotal Dialogue on Public Finance and Tax for Gender Equality underscores continued dedication to dialogue, capacity building and research refinement.

Tax and health

Tax and fiscal policies play an important role in achieving the SDGs, not only as sources for domestic revenues, but also as measures to help achieve social outcomes related to health, inequality, gender and the environment, among others. The Initiative responded to heightened interest in the profound influence that tax policies can have on health outcomes. Armenia sought targeted assistance on how to best raise taxes on health-harming products, leveraging the draft STF (Diagnostics) to receive hands-on support in forecasting the substantial revenue gains of over \$160 million from increasing tobacco taxes, which would also reduce annual cigarette consumption by over 1 billion sticks. Zimbabwe engaged in a STF (Diagnostics) self-assessment that focused on health and well-being, echoing interest from other priority nations for similar assessments in 2024. In Ghana, the Tax for SDGs team worked with the UNDP headquarters team and the Fiscal Policies for Health Unit of WHO to provide a package of technical assistance on health taxes for the Government of Ghana, civil society and academia. This included the modelling of expected additional excise tax revenue and a health tax policy brief, which were used to support the passing of a new Excise Tax Law in April.

A high-level United Nations General Assembly side event highlighted the critical role of fiscal policies, notably taxation, in promoting well-being, and stressed leveraging taxation for public health amidst global crises, aligning with sustainable well-being imperatives. This reflects how Tax for SDGs is working closely with the WHO European Office for Investment for Health and Development. This was further demonstrated through its joint organization of a session on fiscal policies and well-being as part of the Tax Dialogue, with further events and joint country work on tax and well-being planned for 2024. In addition, the Tax for SDGs team represented UNDP on the United Nations Inter-Agency Working Group on Costing (IAWG-Costing) and on the development of the Integrated Health tool, which models the health impacts of curative services, preventative interventions, including excise taxes and on the development of the Integrated Health Tool, which models the health impacts of non-communicable diseases (NCDs) control policies. The team is also on the United Nations Health and Tax Subcommittee, in contributing to the drafting of a Handbook on Health Taxes.



A United Nations General Assembly side event – “Pursuing Well-being, Equity and Healthy Societies Through Sustainable Fiscal Policies”, September 2023.

Photo: Johnny Wolf/Johnny Wolf Studio

Evidence-based tax policymaking

The evidence-based policymaking (EBPM) work stream strategically improves decision quality and outcomes by leveraging the best available evidence. EBPM revolves around utilizing rigorous research evidence for policymaking, focusing on the formulation, regulation, and implementation of laws and policies guided by credible research. An evidence-based tax policymaking (EBTPM) and SDGs Training

Module was developed for government officials and is expected to be rolled out in 2024. As per a request from Maldives, a policy brief and survey for local governments on fiscal decentralization were prepared. Both initiatives aimed to enhance evidence-based policymaking and local government fiscal strategies aligned with the SDGs.

Tax transparency

Transparency and accountability of tax systems reduce corruption and other misuse of public funds. Tax evasion and IFFs have a detrimental effect on social exclusion and human rights particularly affecting vulnerable groups, such as sexual minorities, children, youth, the elderly and people with disabilities. SDG 16 (Peace, justice and strong institutions), crucially targets corruption, transparency, IFFs and information access, serving as a lynchpin for the entire 2030 Agenda for Sustainable Development. From a tax perspective, it combats IFFs (SDG Target 16.4), reduces corruption (SDG Target 16.5), promotes accountable institutions (16.6), and enhances global governance participation (SDG Target 16.8). The Tax Transparency work stream of the initiative advanced notably with

a successful mission in Uzbekistan, delivering tailored recommendations across government bodies. Assessments in 24 focus countries laid the groundwork for forthcoming collaborations. Pilot projects are expected to start in Q1, focusing on risk-based assessments, building capacities, reinforcing audit processes, and aligning with the goal of tackling corruption within tax systems. In addition, collaboration opportunities with Financial Accountability and Corporate Transparency Coalition and Oxfam America were explored on utilizing public Country-by-Country Reporting to complement other capacity development efforts in developing countries. Further conversations will continue in Q1 2024 for additional collaboration opportunities.

Tax and environment

Implementing environmental taxes yields direct environmental benefits and boosts fiscal revenues with minimal distortion. The concentrated tax base, tied to emissions or resource consumption, facilitates efficient monitoring, especially advantageous for developing countries with a low tax-to-GDP ratio, enabling resource mobilization for economic, social and environmental sustainability. Relatedly, training courses were piloted by the initiative in Bhutan, and impactful dialogues were initiated in Djibouti,

Egypt, Tanzania and Uzbekistan. The progress made in Djibouti towards carbon tax legislation development is notable. Ongoing engagements in Egypt, Ghana, Tanzania and Uzbekistan demonstrate their commitment. Moreover, initial engagements with WHO on carbon tax training, forest auditing discussions in Papua New Guinea, recruitment activities, and facilitation of the Dialogue on Tax and SDGs sessions further underscores UNDP's proactive engagement in diverse initiatives across multiple countries and domains.

Tax and extractive industries, and energy transition

Improving taxation of extractive industries in the context of the transition to clean promises dual advantages, i.e. direct benefits to the environment and increased fiscal revenues without significant distortion. The focused tax base, linked to industry activities, allows effective monitoring. Particularly vital for countries transitioning, it aids resource mobilization for sustainable economic, social and energy goals. The initiative conducted one mission to Uzbekistan to support STF (Diagnostics) 7 and 17.6 assessments, prompting

additional requests for assistance with excise reforms and on measuring tax expenditures. Desk assessments for STF (Diagnostics) 7 were concluded in eight countries, with finalized Self-Assessment Reports in Nigeria and Uzbekistan. STF (Diagnostics) 17.6 desk assessments were completed in three countries, together with extractives taxation support in Tanzania. Ongoing desk assessments for STF (Diagnostics) 7 include Botswana, Namibia and Colombia, while preliminary work for STF (Diagnostics) 17.6 began in Ghana, Botswana and Zimbabwe.

Tax expenditures

Governments globally deploy TEs such as exemptions and deductions to achieve diverse policy goals crucial for SDGs. Despite their potential, TEs can be costly and inefficient if poorly designed, necessitating case-specific analysis. Effective implementation requires robust governance, reporting and evaluation frameworks, ensuring TEs align with SDGs and yield desired outcomes. In 2023, the initiative developed a two-stage toolkit (i.e. structural and analytical) to assess the alignment of national TE systems with the SDGs. The structural stage evaluates governance, reporting, and a TE evaluation framework, together with revenue forgone indicators. The analytical stage

examines specific TE provisions through three key questions to determine their alignment and potential impact on the SDGs. The toolkit was tested in Djibouti and Uzbekistan in 2023, which renewed interest in TE issues. Meetings were held with Nigeria, Bhutan and Sri Lanka, raising interest and leading to a first review of TEs in Bhutan to be followed by a report. Follow-up engagements are planned for 2024. In Nigeria, the initiative is driving results by enhancing the 2021 TE report. Learning from its gaps, the initiative is leading the way in developing the report for 2022, focusing on refining benchmarks and integrating the Tax for SDGs evaluation mechanism.

Tax Inspectors without Borders

As of end December 2023, the TIWB initiative has implemented 130 programmes, including 71 completed and 59 ongoing programmes across 62 jurisdictions around the world. The impact was profound, with a remarkable \$2.30 billion additional tax collected and \$6.05 billion assessed, further extending beyond revenue augmentation to enriching organizational and human capacities within revenue administrations.

Throughout 2023, TIWB achieved significant milestones in its mission to bolster revenue administrations. With 59 active programmes spanning regions including 27 in Africa, 12 in Asia and the Pacific, five in Arab States, eight in Eastern Europe, and seven in Latin America and the Caribbean, TIWB's reach was extensive and diverse. Partner administration experts supported 36 programmes, 12 hailing from the Global South, while UNDP roster experts fortified 13 programmes together with backing from entities such as ATAF, Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF) and OECD.

The year saw the launch of 18 strategic programmes across various regions, notably in Africa, Asia Pacific, Arab States, Eastern Europe and CIS, and Latin America and the Caribbean, with support from international bodies and countries such as France, India, Italy and Morocco.

Over 130 experts joined the UNDP roster, aligning with TIWB's thematic focus, and an increasing number of programmes necessitated UNDP Roster Expert support and financial backing for in-country missions of partner administration experts. Notable events such as the Annual Experts Roundtable, Governing Board meetings, technical workshops and expert webinars underscored TIWB's commitment and global impact. Overall, 2023 showcased TIWB's pivotal role, boasting a wide global presence, a substantial financial influence, and an expanding network of collaborations, emphasizing its indispensable support for revenue administrations worldwide.

Partnerships

UNDP’s work on taxation has gained significant visibility and attracted several key partnerships for collaboration. These engagements include:

1. **World Health Organization (WHO):** UNDP and the WHO European office for Investment for Health and Development co-hosted sessions on health, taxation, and wellbeing during the United Nations General Assembly and the Dialogue on Tax and SDGs. This collaboration has resulted in a joint work plan for 2024, advancing discussions on fiscal policies and public health, equity and well-being.
2. **United Nations University World Institute for Development Economics Research (UNU-WIDER):** Working with UNU-WIDER to tackle digitalization in African tax administrations, the partnership explores modernizing tax systems. Further discussions aim at country-level collaborations in 2024.



Co-hosted session between UNDP and ATI at the 2023 Dialogue on Tax and SDGs, November 2023.

Photo: Tom Pietrasik/UNDP

3. **Addis Tax Initiative (ATI):** Joint efforts led to regional capacity-building workshops and policy dialogues. Events such as the Regional Workshop on Tax Expenditures in Asia, and discussions on enhancing tax compliance showcased the synergies.
4. **Inter-American Center of Tax Administrations (CIAT):** UNDP’s active presence at CIAT’s Annual Technical Conference in Ecuador and subsequent collaboration on the Dialogue on Tax and SDGs in New York showed the Initiative’s dedication to regional tax system fortification and knowledge exchange.
5. **South Centre:** A capacity-building workshop for the Governments of Sri Lanka, Eswatini and Colombia focused on taxing the digital economy and international taxation. Further, a joint workshop on tax treaty negotiations and drafting a country specific tax treaty model was organized in Bhutan and Sri Lanka, offering prospects for further collaboration with other countries and regions.



UNDP and South Centre in a three-day tax treaty capacity-building workshop, August 2023.

Photo: UNDP Sri Lanka

6. Independent Commission for the Reform of International Corporate Taxation (ICRICT): A high-level technical roundtable was held during the 2023 Dialogue on

Tax and SDGs, emphasizing the need for balanced international taxation reforms, integrating technical expertise and political insights.



Co-hosted session between UNDP and ICRICT at the 2023 Dialogue on Tax and SDGs, November 2023.

Photo: Tom Pietrasik/UNDP

7. Financial Accountability and Corporate Transparency (FACT) Coalition, and Oxfam America: A jointly organized session highlighted the significance of transparency in global tax systems. Future engagements are planned at the Financing for Development Forum in 2024.

In 2023, Tax for SDGs deepened ties with partners such as Columbia University, OECD, African Capacity Building Foundation and ATAF, and explored collaborations with others such as the Center for Global Tax Policy at the University of Vienna (WU GTPC), International Centre for Tax and Development (ICTD), *Cercle de Réflexion et d'Échange des Dirigeants des Administrations Fiscales* (CREDAF, Exchange and Reflection Forum for Tax Administration Leaders), and the Commonwealth Association of Tax Administrators, aiming to solidify discussions into impactful joint workshops and research initiatives.

8. The Transparency and Accountability Initiative (TAI): Opportunities for funding through philanthropic organizations were explored, and a co-organized session, during the Dialogue on Tax and SDGs, emphasized investments in robust tax systems.

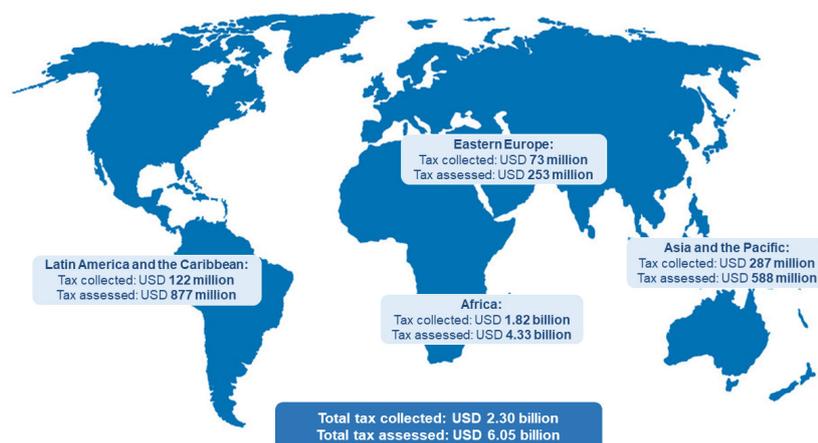
Annexes

Annex 1. Regional distribution of ongoing TIWB programmes as of December 2023

Region	Number	Countries
Regional Bureau for Africa	27	Angola, Benin, Ghana (2), Cabo Verde, Guinea, Kenya (2), Eswatini, Liberia, Mauritius, Nigeria (2), Senegal, Seychelles, Sierra Leone, South Africa, Togo, Uganda (2), Tanzania, Zambia (4), Zimbabwe (2)
Regional Bureau for Asia and the Pacific	12	Bhutan, Cambodia, Malaysia, Maldives (2), Mongolia (2), Pakistan, Papua New Guinea (2), Sri Lanka, Thailand
Regional Bureau for the Arab States	5	Egypt, Lebanon, Tunisia (2), Yemen
Regional Bureau for Europe and the Commonwealth of Independent States	8	Armenia, Azerbaijan, Georgia (3), Kazakhstan, Kosovo*, Uzbekistan
Regional Bureau for Latin America and the Caribbean	7	Colombia (2), Costa Rica, Ecuador, Honduras, Peru, Saint Lucia
Total	59	

* References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Annex 2. Regional distribution of additional tax revenue as of December 2023 (from 2012)



Note: The figures reflect results (in USD) of TIWB programmes from 2012 to 31 December 2023. All reported revenues are generated through the collective work of TIWB with ATAF, OECD, and WBG. The regional classification is per OECD's definition; the Arab States are partly included in Asia and the Pacific and Africa, differing from the UNDP's classification.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

Annex 3. Support provided under Tax for SDGs Initiative in 2023 for the Tax for SDGs focus countries

Region	Countries	OUTPUT 1				OUTPUT 2			OUTPUT 3		
		Tax Inspectors Without Borders (Activities 1.1)	Institutionalized digital technology solutions (Activities 1.2)	Strengthened capacity and cooperation, including South-South partnerships (Activities 1.3)	Built capacity of auxiliary organizations (Activities 1.4)	Draft STF (Diagnostics) (Activities 2.1)	Research and policy development (Activities 2.2)	Consensus building (Activities 2.3)	Conferences organized with regional organizations (Activities 3.1)	Global southern engagement fostered (Activities 3.2)	Regional portals and e-learning systems linked to national DFLs (Activities 3.3)
RBA	Angola										
	Botswana										
	Comoros										
	Congo, Rep. of										
	Eswatini										
	Gabon										
	Ghana										
	Kenya										
	Namibia										
	Nigeria										
	Rwanda										
	Seychelles										
	Tanzania										
	Togo										
	Zimbabwe										
	RBAP	Bhutan									
Maldives											
Sri Lanka											
RBAS	Djibouti										
	Egypt										
	Lebanon										
RBEC	Armenia										
	Uzbekistan										
RBLAC	Colombia										
	Honduras										

