



# TAX POLICY AND ADMINISTRATION LEARNING PROGRAM





# DEAR COLLEAGUES

Our Tax Policy and Administration Learning (TPA) program responds to the specific needs and priorities of tax administrations in South East Europe.

It benefits from the input of tax officials from the EU member states, candidate, potential candidate, and the European neighborhood countries, international organizations, and academic institutions.

The program takes into account the complex and multi-layered environment of tax administrations. It provides a platform for sharing knowledge and good practice. A core ultimate objective is that tax administrations achieve strong revenue performance.

Understanding the country context, potential drivers that support or block aspects of reforms, and related learning needs are crucial parts of the program development, design and implementation.

While the TPA program has always been part of the CEF's thematic focus, it has grown in its importance. Since 2012, for instance, we have delivered 45 learning initiatives on TPA topics, attended by almost 1,000 participants.

Thank you for being part of our tax community.

**JANA REPANŠEK**  
CEF Director

# Our TPA learning program supports tax administrations to apply modern risk management approaches

INCREASE  
REVENUE COLLECTION

FACILITATE AND  
MONITOR COMPLIANCE

DEAL WITH  
NON-COMPLIANCE

## 2018-2021 PROGRAM OBJECTIVES

- > Improved management of core tax procedures
- > Enhanced performance management
- > Strengthened cooperation among tax administrations across borders



**45**  
TOTAL

### LEARNING INITIATIVES



**969**  
TOTAL

### PARTICIPANTS

	LEARNING INITIATIVES	PARTICIPANTS
Compliance Risk Management	12	341
Property Taxation	7	130
Tax Auditing, e-Auditing	5	95
Tax Evasion and Avoidance, VAT Fraud, Shadow Economy	6	137
Tax Administration Reform, Performance Management, Strategies, TADAT	6	111
Transfer Pricing	3	44
Management of Large Taxpayers Offices	3	52
EU VAT System	2	25
Revenue Forecasting and Tax Policy Analysis	1	34

## In designing and delivering of our Tax Policy and Administration Learning Program, we cooperate with the IMF Revenue Administration Advisor for South East Europe



” Our program responds to the strategic reform streams of our constituency and matches the CEF partners’ development cooperation priorities. We promote cooperation among colleagues from over 16 countries, and create strong coalitions of tax and finance officials who empower each other to pursue changes and act on the vision of a modern tax administration. Each of our learning initiatives confirms how our participants put their soul and heart into the discussions on the comparative approaches and solutions on tax matters, show enthusiasm about the change they bring back to home administrations, and persistently improve the performance of their institutions.

**DIJANA MITROVIĆ**  
Program Specialist, CEF



” Providing technical assistance (TA) to tax administrations in the Balkan countries is an important contribution to implementing the necessary reform strategies to improve revenue collection. However, in order to achieve the intended results, TA must go hand in hand with training programs and seminars. And so, it does.

As an IMF revenue administration advisor for South East Europe for more than three years, I have gained valuable insight into training needs across the region. Sharing this insight in close cooperation with my counterpart in the CEF responsible for the revenue training program, as well as by interacting with talented, enthusiastic and dynamic colleagues at the CEF, has resulted in very effective training programs, designed to improve revenue collection and support the delivered TA with proven positive outcomes.

**STEFFEN NORMAN HANSEN**  
Revenue Administration Advisor for South East Europe, International Monetary Fund



” The broad range of the CEF learning topics complements the efforts of the Public Revenue Office to continuously and sustainably strengthen capacities, and provides valuable support for learning from the best practices and latest initiatives in the taxation area. While encouraging cooperation in the region, the CEF, through continuous updating of the learning programs and methodology, undoubtedly provides the needed support on the most important topics. It therefore rightfully deserves to be considered as a leading training center in our region.

**SANJA LUKAREVSKA**  
Director General, Public Revenue Office, Macedonia



” I am very pleased to state that the participation of our officials at the CEF events has been truly beneficial to our organization. Upon attending the CEF events, my colleagues and I come home with innovative ideas, important information about other tax administrations, effective tools and improved working skills. It is a real pleasure to look back on my first CEF event on the Strengthening Management Skills workshop, back in 2014. Captivated by the shared information and experience, the CEF inspired us to experiment with new methods of creating team dynamics and encouraging good relationships. The CEF workshops offer excellent opportunities for learning and networking. It is a privilege to have an organization in the region that combines innovative, participatory and practical learning solutions.

**DANIELA MANOLI**  
General Director, Strategy and International Relations,  
National Agency for Fiscal Administration, Romania



” The CEF has been our long-standing partner in the process of offering education and professional training for tax officials, the most important resource of the tax administration. The CEF seminars and workshops on outstanding topics in the field of tax policy enable connecting officials from tax administrations of the region and beyond, and promote exchange of experience, knowledge and good practice. They also facilitate the implementation of international standards in the national tax systems. We appreciate the expertise, openness for cooperation and knowledge exchange with the IMF, Tax Administration of the Netherlands, and other leading tax agencies. The professionalism and hospitality of the CEF staff speaks for itself. Our tax officers come back from Ljubljana full of enthusiasm to implement the acquired knowledge into their daily tasks. At the CEF they feel at home. Bearing in mind the experience so far, I am looking forward to many more years of successful cooperation. Each learning event brings even more professional and motivated employees who are able to respond to all the challenges in implementing tax policies and tax collection, and build together a modern and proactive tax administration.

**MIOMIR M. MUGOŠA**  
Director General of the Tax Administration, Montenegro

# OUR PARTNERS



” The Ministry of Finance of the Netherlands supports the CEF tax training program because it aims to contribute to strengthened capacities of tax administrations in the countries that share our constituencies at the International Monetary Fund, the World Bank and the European Bank for Reconstruction and Development. These are also countries served by the CEF.

Through our funding and experts, we would like to enhance the skills of tax officials and bolster their reform efforts. In this way, the program supports our policy of targeted knowledge transfer, and a genuine exchange of views and experiences with the ministries of finance and tax administrations in our constituency countries.

**ANGELIQUE VAN HAASTEREN**  
Technical Assistance Coordinator, Ministry of Finance, the Netherlands



” The CEF plays a crucial role in building capacities of institutions in the region. The events organized by the CEF have an extraordinary added value and promote debate on very interesting and important topics. In the field of taxation the CEF can be a promoter of international taxation standards by informing its members on developments and best practices and thus help establish fair tax environment and cooperation between tax authorities in the region and also globally. We are very glad at the Ministry of Finance of Slovenia to have such an international organization as the CEF in Ljubljana.

**IRENA POPOVIČ**  
Director General, Directorate for the System of Tax, Customs and Other Public Finance Revenues, Ministry of Finance, Slovenia



# Follow our TPA program

CHECK OUR EVENTS CALENDAR, DIGITAL STORIES THAT WE CREATE FOR EACH EVENT AND YOUTUBE FOR SHORT VIDEO INTERVIEWS WITH OUR LECTURES ON THE MOST RECENT DEVELOPMENTS IN THE THEMATIC AREA OF TAX POLICY AND ADMINISTRATION.



# CEF at a Glance

## OUR MISSION

We support capacity development for finance officials in South East Europe through learning.

## OUR WORK

We work with our constituency by directly contributing to the design and implementation of their public financial management, tax policy and administration, and central banking reform efforts. We do this through innovative, participatory, and practical learning solutions. The CEF serves as a knowledge hub for the region: we combine topical expertise and in-depth knowledge of countries in the region with a good grasp of leadership skills required to manage reforms. We know how to nurture and deepen learning among individuals and institutions.

## OUR HISTORY

We were established in 2001 under the Stability Pact for South East Europe by the Slovenian Government, at the initiative of the Slovenian Ministry of Finance and in close cooperation with other ministries of finance of former Yugoslav countries and Albania. In 2015, the CEF became an international organization after 14 very successful years as a regional institution.

## OUR CONSTITUENCY

We primarily serve ministries of finance, tax administrations, and central banks in Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey. We also address capacity development needs of other key stakeholders and are present in some other countries.



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