

# IBFD

## Government Consultancy

Consulting, Training and Development for Governments  
and Revenue Authorities Worldwide



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IBFD provides confidential and impartial consultancy to ministries of finance and tax administrations.

IBFD has 80 years of experience and an unparalleled wealth of tax information.

## About our government consultancy services

IBFD supports governments and tax administrations around the world with technical assistance for their tax reform process. We apply our deep understanding of tax issues and knowledge of the cultural context of our clients, to successfully achieve their organizational goals.

## How we work

Our expertise covers a wide range of policy, legislative and administrative issues. Therefore we are able to assist in:

- ▶ Developing and reforming tax policy
- ▶ Drafting of primary and secondary legislation
- ▶ Developing workable organizational structures
- ▶ Training and strengthening capacity of tax authorities

### Developing tax policy

- ▶ Researching and proposing different tax scenarios and their impact on the economy
- ▶ Developing tax policy frameworks in accordance with good governance
- ▶ Bringing tax reforms in line with international trends

### Drafting legislation

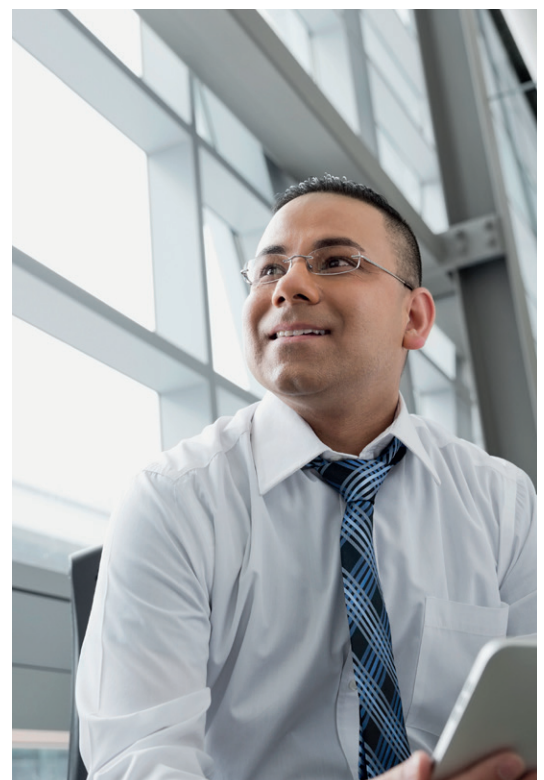
- ▶ Adjusting legislation to international standards
- ▶ Analysis of the strengths and weaknesses of the tax laws and testing their implementation
- ▶ Bringing tax measures in line with domestic legal acts

### Capacity building

- ▶ Developing institutional settings
- ▶ Developing workable organizational structures
- ▶ Assisting in the reorganization of processes in order to enhance efficiency and effectiveness

### Training of staff

- ▶ Providing courses, tailor-made to the needs of the clients
- ▶ Standard tax training through IBFD's International Tax Training
- ▶ Organizing study visits for various ministries and revenue administrations



## Our approach

IBFD has a demand-driven approach; carefully mapping the needs of our clients forms a starting point for implementation of our assignments. The knowledge of our staff is supported by an extensive collection of in-house databases that cover the tax and investment systems worldwide, as well as by our Library and Information Centre, which is acknowledged to be the largest tax library in the world.

We put together project teams with the competences, skills and experience necessary to carry out the project as effectively as possible. The project team can also draw on the experience of a worldwide network of correspondents and freelance experts, whose expertise covers all areas of taxation. Tailor-made training can be offered at the IBFD premises or at the client's location.

In order to thematically cover issues outside the field of international taxation, we partner with other research institutes, public organizations and training institutions. However, all assignments are fully managed and coordinated by the IBFD staff and a

dedicated contact person. This ensures the quality, continuity and confidentiality of implementation and follow-up.

### Advantages of using IBFD's Government Consultancy Services

**Global expertise:** As the world's foremost authority on cross-border taxation, IBFD has access to a wealth of resources on international trends, practices and leading concepts.

**Tailored approach:** Each project is exclusively tailored to clients' requirements and their specific and unique needs, working methods and cultural context.

**Independent:** IBFD is an independent, not-for-profit organization and not engaged in private sector advisory work, so conflicts of interest with private parties are avoided.

**Sustainable:** We advocate local and/or regional ownership and are devoted to a full transfer of know-how.

The project team can call on the different disciplines and experiences of IBFD's multilingual and multicultural staff of lawyers, accountants, economists, and public and tax officials from over 35 countries.

## Recent projects

IBFD has assisted governments and tax administrations all over the world with research, consultancy, policy drafting, training and technical issues. Regions we operate in are Africa, Asia, the Middle East, Central and Eastern Europe and Latin America.

### A few examples of projects include:

#### Africa

**Zambia:** IBFD conducted a study to review the tax incentive regime in terms of efficiency and effectiveness. This study was an integral part of Zambia's wider development objectives, incorporating the creation of employment, the transfer of skills and technology and maximizing the backward and forward linkages of new investments in priority sectors. In light of a review of international

best practices, IBFD proposed a new tax incentive regime and recommended amendments to the policy in mitigating the revenue losses to the Treasury. IBFD also entered into cooperation to strengthen the capacity of the Zambia Revenue Authority.

#### Asia

**India:** IBFD has been cooperating with the National Academy of Direct Taxes (NADT), the training institution of the Officers and Staff of the Direct Taxes Administration in India, including the Indian Revenue Service (IRS), to provide training for their international attachment program. A series of trainings for the IRS new recruits program has been provided by IBFD in the areas of international taxation and tax administration matters. Some of the trainings also incorporated the IBFD online courses and study visits, for instance to the OECD.

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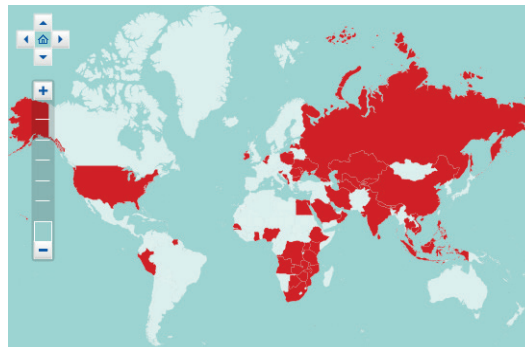
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**Saudi Arabia:** IBFD conducted a tailor-made course on Tax Treaties Negotiations for the Saudi Arabia Department of Zakat and Income Taxes (DZIT). On behalf of the DZIT, IBFD also organized and facilitated a special workshop for selected participating countries to discuss the considerations in developing a tax treaty model for Islamic countries. For a more comprehensive overview of our projects view our interactive project map: [www.ibfd.org/Consultancy-Research/Interactive-Project-Map-Government-Consultancy](http://www.ibfd.org/Consultancy-Research/Interactive-Project-Map-Government-Consultancy)



### Tax-Ray: Meeting the needs of tax administrations

Due to the broad nature of the Tax-Ray Assessment, governments and tax administrations around the world can benefit. We apply our deep understanding of tax issues and knowledge of the context of our clients, such as ministries of finance, supervisory institutions, and donor or international organizations, to help you successfully achieve or fine-tune your organizational goals.

### Asian Tax Authorities Symposium (ATAS)

IBFD is one of the partners and organizers of the Asian Tax Authorities Symposium (ATAS). The main focus of ATAS is to contribute to the building and developing of capacity in public governance for tax administration and policy, by creating and enhancing awareness in Asia-Pacific tax administrations and tax policymakers of domestic and international tax issues caused by the increasing globalization of economic activities. In particular, ATAS wishes to encourage greater country participation from developing countries in discussing acceptable international tax norms and aims to provide an avenue for these countries to highlight the issues that concern them most. ATAS was first held in 2010 and comes up every two years.




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