

Fiji Revenue and Customs Authority - "TADAT has been a valuable experience."

Upon request from the Fiji Revenue and Customs Authority's (FRCA) CEO, a pilot assessment of the tax administration system of the Republic of Fiji was undertaken during the period February 9–24, 2015 using the Tax Administration Diagnostic Assessment Tool (TADAT). The FRCA senior and operational staff actively participated in this exercise and provided the mission with a substantial amount of data.

TADAT identified some tax administration issues that required the FRCA's attention, and they have been taken onboard. The FRCA recognized that a coordinated project management approach was needed to address these issues in a systematic way. The FRCA's CEO approved a governance and project management structure and tasked the team with reviewing the TADAT assessment results, identifying the next steps, and developing an implementation framework. A **project reforms team** was created and now oversees, coordinates, and monitors issues raised by the TADAT and other technical assistance recommendations. It is also responsible for managing FRCA's broader transformation agenda.

Since the TADAT assessment, several initiatives have been set in motion and progress is closely monitored. A monthly report, which provides a visual representation of deliverables via a high-level results dashboard, is examined and now regularly discussed by the senior management team. For example, the ongoing cleansing of the taxpayers' register, has resulted in notable quality improvements (POA1). Further, new Risk Management and Planning (POA2) and Objections Review (POA7) teams have been established. A temporary call center has been created to follow up on filing of returns and payment of obligations (POA5). The FRCA is also making important steps towards improving the efficiency of Information Technology systems.

Overall, we at the FRCA believe that the TADAT has been a valuable experience and will play an important role in shaping and enhancing the performance of Fiji's tax administration system.

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